

Protocol
NUAS
General
Assembly

2017



NUAS

Nordic Association of
University Administrators

Participation

Name:	Institution:
Anders Lundgren	KTH
Staffan Sarbäck	Luleå tekniska universitet
Susanne Wallmark	Malmö University
Rolf Almelund	Chalmers tekniska högskola
Ulla Achrén	Åbo Akademi
Jörgen Tholin	Göteborgs universitet
Kirsten Winther Jørgensen	Copenhagen Business School
Kent Waltersson	Linköpings universitet
Kjell Bernstrøm	UiB
Siri Margrethe Løksa	Norwegian University of Life Sciences
Gunn-Elin Aa. Bjørneboe	Universitetsdirektør
Lise Sofie Woie	Norges idrettshøgskole
Beate Pettersen	Det teologiske menighetsfakultet
Sirpa Korhonen	University of the Arts Helsinki
Seunn Smith-Tønnessen	Universitetet i Agder
Guðmundur R.Jónsson	University of Iceland
Susanne Kristensson	Lunds universitet
Tove Blix	Norges musikkhøgskole
Katarina Bjelke	Uppsala Universitet
Elisabet Nordwall	Konstfack
Karin Cardell	University of Borås
Hans Andersson	Södertörn University
Peter Liljenstolpe	Kungl. Musikhögskolan i Stockholm
Peter Lauritzen	Roskilde Universitet
Tuomo Meriläinen	University of Eastern Finland
Jørgen Fosslund	UiT The Arctic University of Norway
Martin Melkersson	SLU
Ida Munkeby	NTNU
Jesper Olesen /director	University of Copenhagen

29 of 62 (46.8%) member institutions participated in the vote

The General Assembly took place electronically 20th -26th April 2017.

One vote came after 26th April: Esa Hämäläinen from Helsingfors University approved all documents, 29th April 2017.

1. Approval of NUAS Report 2014–2016: including the summary of Accounts and auditor’s statement NUAS General Assembly approves the NUAS Report 2014– 2016 including the summary of Accounts and auditor’s statement	<i>Approve</i>	<i>Reject</i>	<i>Abstain</i>
	29	0	0

2. Approval of the NUAS Plan for 2017–2018 NUAS General Assembly approves the NUAS Plan for 2017– 2018	<i>Approve</i>	<i>Reject</i>	<i>Abstain</i>
	29	0	0

3. Approval of NUAS Budget for 2017–2018 NUAS General Assembly approves the NUAS Budget for 2017–2018	<i>Approve</i>	<i>Reject</i>	<i>Abstain</i>
	29	0	0

4. Approval of the auditors and substitute auditor for 2017–2018 NUAS General Assembly approves the nominated auditors and substitute auditor for 2017–2018	<i>Approve</i>	<i>Reject</i>	<i>Abstain</i>
	29	0	0

Report

2014–2016



NUAS

Nordic Association of
University Administrators



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NUAS Board of Directors



*Board of Directors meeting
in Åbo, October 2016.*

University of Oslo took over the Chair of the Board and Office of the General Secretary for NUAS from KTH Royal Institute of Technology on January 1, 2014.

Chairperson

- Tove Kristin Karlsen, Deputy University Director, University of Oslo*

Board Members

- Anne-Christine Larsson Ljung, University Director, Karlstad University
- Guðmundur Ragnar Jónsson, Director of Finance and Operations, University of Iceland
- Jørgen Meitilberg, University Director, University of the Faroe Islands
- Kent Waltersson, University Director, Linköping University
- Lasse Lønnum, University Director, The Arctic University of Norway
- Markus Aarto, Director of Administration, University of Lapland
- Mette Barsund, University Director, University of Greenland
- Ulla Achrán, University Director, Åbo Akademi University
- Wilbert van der Meer, Director of Dean's Office, Copenhagen Business School
- Gudleik Grimstad, Faculty Director, Faculty of Social Sciences, University of Oslo (group leader: Faculty Administration)
- Pia Sødergaard, Överbibliotekarie, Åbo Akademi University (group leader: Library Service)
- Niels Henrik Larsen, Deputy Director of International Programmes, Copenhagen Business School (group leader: Internationalization)

The Danish universities decided that, from autumn 2016, only one director will represent Denmark on the board. Therefore, Roskilde University Director Peter Lauritzen left the board.

Bente Hennie Strandh replaced General Secretary Linn Anett Haugslund (maternity leave) on May 1, 2016.

During the reporting period, there were six meetings of the NUAS Board of Directors:

May 15, 2014: University of Helsinki

November 7, 2014: Copenhagen Business School, Copenhagen

May 12, 2015: University of Iceland, Reykjavik,

October 23, 2015: University of Stockholm,

May 10, 2016: Copenhagen Business School, Copenhagen

* The Chair of the NUAS Board is an observer in NUS (Det Nordiske Universitetssamarbeide), an organization composed of the Finnish University Rectors' Conference, Universities Denmark, The Association of Swedish Higher Education, Universiteternes Sam.udvalg (Iceland), and The Norwegian Association of Higher Education Institutions.

28. October 2016: Åbo Akademi University, Åbo

2014–2016 has been a time marked by progress and change. Some groups have seen significant membership changes. At the same time that it presents challenges for continuity and leadership, NUAS sees this as an excellent way to maintain vitality and drive in the organisation. Also during this period, the board organised the first meeting of NUAS University Directors and held the first web-based NUAS General Assembly. The board has also prioritised continued support for the very successful NUAS Programme for Leaders in Administration.

From the board's perspective, the source for all of the positive development and activity within NUAS during this period can be seen in the dedication of our organisation's special interest groups and our highly engaged and competent members. The board meetings are open to all group leaders who wish to attend and this ensures that information flows directly to and from the groups and further strengthens the organisation.

NUAS in Numbers:

2016 marked the 40th anniversary of NUAS' founding. As of December 31, 2016, there were 64 member institutions representing seven countries:

- Denmark 8
- Finland 14
- Iceland 1
- Norway 14
- Sweden 25
- Faroe Islands 1
- Greenland 1

NUAS Special Interest Groups

NUAS has 14 Special Interest Groups covering most administrative areas in higher education:

- Archives and Records Management
- Communication
- Economy
- Facilities and Environment
- Faculty Administration
- Human Resources
- Information Technology
- Internationalization
- Legal
- Library Service
- Research and Innovation
- Student Administration and Career Counselling and Guidance
- Sustainability

As of December 31, 2016, there were 120 members in the various groups. Between them, the groups arranged 20 meetings and conferences with around 2000 participants during this period (see *'Interest Group Reports' pp. 7–23 and Appendix 1 "Overview of Activities 2014–2016."*).

All of the Nordic countries have hosted activities but Iceland is a standout as host to four conferences during the reporting period.

Participant evaluations and reviews sent in by the group leaders indicate that the activities have been well received and viewed as very relevant for participants' professional development, as well as being excellent opportunities to build intra- and interdisciplinary networks.

Four groups (Economy, Information Technology, Human Resources, and Legal) did not organize activities during the reporting period but have plans to do so during 2017–2018.

The Verification of Certificates and Qualifications group recommends that the group be disbanded as it is difficult to find viable areas to work on that justify maintaining an independent group. The group further suggests that this topic would be a natural fit with either Internationalization or Student Administration, Career Counselling and Guidance. This decision is on the agenda for the NUAS Board of Directors Meeting (May 12, 2017) in Oslo.

Activity

Nordic Directors' Meeting—Copenhagen 2016



*Directors' meeting
participants at Carlsberg
Academy*

The meeting “*The Challenging Future of Nordic Universities—The Role of the University Director*” was held May 10–11, 2016 for the directors of NUAS member institutions at Carlsberg Academy in Copenhagen and was well attended (40 participants including presenters).

Post event evaluations showed a high level of satisfaction with the arrangement and gave an indication of participants' preferences for future events:

- On a scale of 1–5 (with 5 being best), a majority of participants gave a 4 or 5 rating for the lectures.
- The event venue and pre-event preparations received “very satisfactory” ratings.
- A clear majority would like NUAS to arrange this type of meeting in the future.
- There is a preference for placing Director Meetings in one of the Nordic capitals.
- Academic content should focus on both general and practical challenges at universities and colleges.

See Appendix 2: Detailed overview of the meeting program

Programme for Leaders in Administration 2015–2016

The purpose of the Programme for Leaders in Administration (PLA) is to contribute to the better administration and leadership in the Nordic Higher Education sector, provide opportunities for personal and professional network building, and to strengthen NUAS as a hub for knowledge exchange, education, and professional growth.

PLA 2015–2016 accepted 35 participants (10 men and 25 women) from all five Nordic countries:

Denmark: 4

Iceland: 2

Finland: 10

Norway: 9

Sweden: 10

PLA Seminars were held in at the University of Oslo, Aalborg University, Uppsala/Stockholm University, University of Helsinki, and the University of Iceland with the following themes:

- “Administrative Leadership in a Nordic HE Context” (Oslo)
- “Creativity and Constraints in Managing People” (Aalborg)
- “Leading Top Quality Universities—Perspectives on Quality, Control and Creativity” (Uppsala)
- “Change Management - From General Level Changes To a Case Example of Research Services”(Helsinki)
- “Ethics and the Role of the University” (Iceland)



Participants gathered for dinner on the final night of the seminar in Iceland at the concert hall in Reykjavik.

Participant evaluations of the programme were very positive. Responding to the question “How was your overall impression after this seminar?” after the final seminar in Iceland, 37.9% answered “excellent”, 55.2% “good”, and 6.9% “acceptable”.

NUAS Staff Exchange Programme

The Library group has initiated the “NUAS Staff Exchange Programme”—a staff-exchange programme aimed at building professional expertise and experience sharing (start date 01.01.2017):

“This programme benefits both institutions and individuals in several ways.

Institutions have the opportunity to allow their workflow and challenges seen by a new but experienced set of eyes, build their Nordic network by establishing personal relationships with administrators at other institutions, and give their staff a new perspectives.

Individuals have the chance to broaden their professional skills, get new insight by observing a different organisational and cultural context, find inspiration to improve their own work process, build a wider professional network, and gain perspective on the sector at a higher level.

Co-operation across areas of expertise is encouraged. When two or more persons from different administrative branches of the same institution plan and travel together in order to study a common field of interest, the staff exchange programme contributes to remove possible barriers for co-operation.”

See Appendix 3: “NUAS Staff Exchange Programme”

NUAS Website

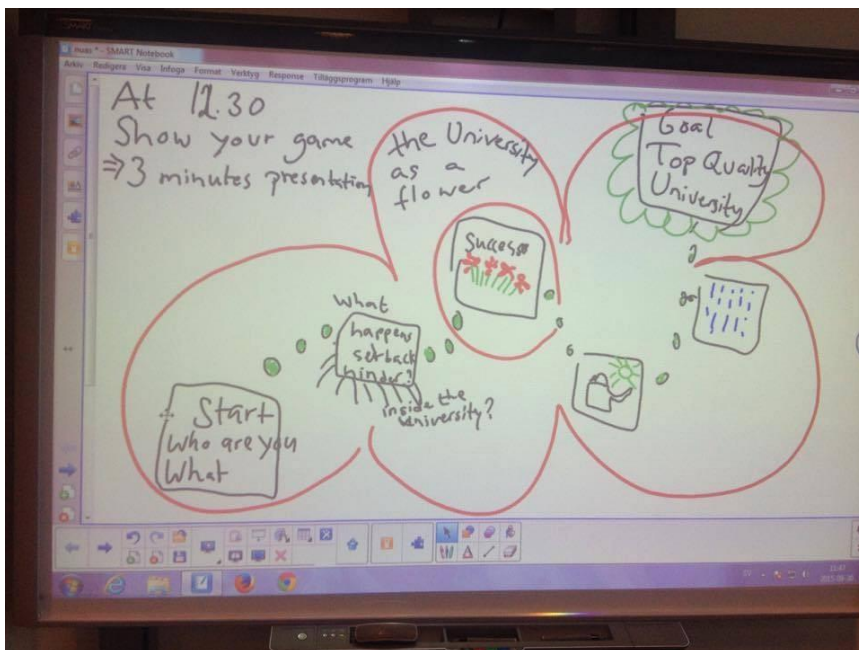
After a comprehensive review and streamlining of contents, NUAS launched its new website (in English) in early 2016.

In the autumn of 2016, a “toolbox” section was included to give members and groups access to logos, branded document and presentation templates, checklists for hosting events, and other administrative aides.

Communication Plan

In May 2016, the Board of Directors approved the NUAS Communication Plan. The plan defines NUAS' target audiences, what we want them to know about NUAS, and how we plan to reach them; the primary audience considered in the plan are NUAS members.

See Appendix 4: "Communication Plan for NUAS—October 2016"



Brainstorming at a NUAS seminar

Group Reports



From the Group Leader Meeting at Copenhagen Business School, May 2016.

Archives and Records Management

Members

- Nils Kjartan Guðmundsson, University of Iceland (group leader)
- Anita Dahlberg, UiT The Arctic University of Norway
- Anna Connell, Mid Sweden University
- Håkan Drufva, Uppsala University
- Juha Hannikainen, University of Helsinki
- Per Johan Rødland, University of Stavanger
- Susanna Kokkinen, Aalto University

Target audience

Primarily university professionals working with archives, document management and case management, but the group also wants to reach other university employees as document management touches all parts of our work.

Conference in 2016: NUAS-Archive and Record management conference 2016 at the University of Iceland.

Communication

Members

- Lars Uhlin, Head of Branding Office, Lund University (group leader)
- Bo Kristiansen, Chief Consultant, University of Southern Denmark
- Karen Christensen, Head of Communications, The Norwegian School of Sport Sciences
- Kristín Ása Einarsdóttir, Event Manager, University of Iceland
- Maria Deckeman, Brand Strategist, Karolinska Institute
- Mathilde Holm, Assistant Director, Communication Division, University of Bergen
- Lykke Thostrup, Communication Officer, Science Faculty, University of Copenhagen
- Nina Olin, Director, External Relations and Communications, Hanken School of Economics
- Sanna Schildt, Communication Officer, Tampere University of Technology

Group membership changes

- Lars Uhlin replaced Janie Huus Tange as the group leader (2015)
- Lykke Thostrup replaced Janie Huus Tange as the Danish representative (2015)
- Kristin Einarsdottir replaced Jon Örn Gudbjartsson as the Icelandic representative (2015)
- Mathilde Holm replaced Ingar Myking as the Norwegian representative (2015)
- Sanna Schildt replaced Katja Kannonlahti as the Finnish representative (2015)

Seminars and events

NUAS Communication Conference

January 2014, Aarhus University, Denmark (included in the report for 2012–2013).

NUAS Communication Conference

14–16 June 2015, Karolinska Institute, Sweden

Target Group:

Communications professionals from Nordic universities.

Content:

Topics included internal communication, research communication, social media, student recruitment, branding, media relations, and crisis communications. These were covered in a number of formats, including lectures, workshops, and short “experience sharing” sessions. This was the largest NUAS Communication Conference ever, with 360 participants—of which, approximately 10% contributed with presentations. Attendees in an online survey performed after the conference rated the event highly.

Participants:

360: Sweden 169, Norway 81, Finland 22, Denmark 22, and Iceland 12.

Other remarks

- In 2016, the group devoted time to introducing new members and started planning the next big NUAS Communication Conference, which will take place in June 2017 at the University of Bergen, Norway.
- For the current reporting period, the group has met 3–5 times per year, with some of the meetings carried out in the form of remote meetings (via Adobe Connect).
- In August 2016, Lars Uhlin led a workshop to draft a communications plan for NUAS. The NUAS General Secretary and the leaders of the Internationalisation and IT groups also attended this workshop.
- Group members Bo Kristiansen and Lars Uhlin participated in an inter-group collaboration with members of the groups for admissions and internationalisation to organise a workshop on International Student Recruitment [event summary reported by the Internationalization Group, below].

Economy

Members

- Lars Thorell, Chefscontroller, Swedish University of Agricultural Sciences (group leader)
- Agneta Sjöfors, Byrådirektör, Lund University
- Anita Eriksen, Assisterende universitetsdirektør, Nord University
- Eli Margarete Pedersen, Avdelingsdirektør, UiT The Arctic University of Norway
- Henrik Leonhardt, Økonomi- og it-chef, Roskilde University
- Jenný Bára Jensdóttir, Head of Finance Division, University of Iceland
- Jens V. Kierkegaard, Regnskabschef, University of Southern Denmark
- Kirsti Kyntäjä, Specialist, University of Vaasa

New members

- Matti Honkala, University of Lapland

Seminars and events

- The group planned to hold a seminar in Reykjavik during the autumn of 2016 but had to cancel those plans at a late stage due to the University of Iceland’s popularity as a venue for NUAS group seminars. As scheduling conflicts could not be resolved during the remainder of 2016, the event has been postponed until 2017.
- The group has had remote meetings via Skype during 2016 but has not met in person.

Other remarks

The group has worked with topics of interest in the areas of finance and effective administration as it pertains to the field.

Facilities and Environment

Members

- Ari Nisonen, Property Manager, Architect SAFA, University of Helsinki (group leader)
- Agnethe Erstad Larsen, Assistant Director of Estate and Facilities Management, University of Bergen
- Jørn-Wiggo Bergquist, Operations Manager: Campus Services Division, Norwegian University of Science and Technology NTNU
- Camilla Westerborn, Senior Facility Analyst, Swedish University of Agricultural Sciences SLU
- Karolina Ganhammar, University Architect: Head of Division, Linköping University
- Henrik Kudal, Driftschef, University of Copenhagen
- Conor Leerhøy, Technical Manager, Aarhus University
- Sigurlaug Ingibjörg Lövdahl, Office Director: Division of Operations and Resources, University of Iceland
- Ingólfur B. Aðalbjörnsson, Head of Construction Division, University of Iceland
- Taina Vimpari, Local Services Director, University of Tampere

Former group leader

- Anna-Maija Lukkari, Director of Properties and Facilities, University of Helsinki

Former group members

- Göran Johansson, Senior consultant, Architect MSA, Swedish University of Agricultural Sciences SLU
- Lindis Burheim, Head of Property Management, Norwegian University of Science and Technology NTNU

Seminars and events

2014 NUAS Conference: CAMPUS DEVELOPMENT—*From Outside to Inside, from Present to Future*

August 24–27: Helsinki, Finland

Target Group:

University administrators, especially real estate, property, and facility premises personnel and technical staff, and all whose duty or interest is to develop and maintain university infrastructure (campuses, buildings, technical infrastructure, etc.) or to arrange maintenance, cleaning and other supporting services or handle environmental issues.

Short summary:

The goal of this conference was to gain insights to campus development at different scales. The first day was dedicated to urban campus development and future, and the second day was more about learning environment solutions and future. The programme included presentations but also interactive participation—with the audience joining discussions in larger and smaller groups.

Participants:

134 (67 men, 67 women)

Institution:	
Aarhus university (2)	Norges Idrettshøgskole (1)
Danish Building and Property Agency (4)	Norwegian University of Science and Technology NTNU, Trondheim (19)
Technical University of Denmark, Lyngby (2)	Studentsamskipnaden i Oslo og Akershus (2)
University of Copenhagen (8)	University of Bergen (9)
Aalto University, Espoo (8)	University of Oslo (8)
Aalto University Properties Ltd, Espoo (2)	University of Tromsø (7)
Linja Architects Ltd, Oulu (1)	Karolinska Institute, Stockholm (1)
Ministry of Education and Culture, Helsinki (1)	Kungliga Tekniska Högskolan KTH, Stockholm (2)
University of Helsinki (19)	Linköping University (3)
University of Oulu (1)	Lund University (1)
University of Tampere (2)	Mälardalens högskola, Västerås (1)
University of the Arts Helsinki (1)	Stockholm University (3)
University Properties of Finland Ltd, Tampere (3)	Swedish University of Agricultural Sciences SLU, Uppsala (2)

Åbo Akademi, Turku (3)	University of Gothenburg (6)
University of Iceland (1)	Uppsala University (5)
Ministry of Education and Research, Norway (3)	

Land:	
Denmark (16)	Norway (51)
Finland (42)	Sweden (24)
Iceland (1)	

2015 NUAS Joint Conference: CO-CREATING NEW LEARNING ENVIRONMENTS—*Collaboration Across Expertise*

November 18–20: Århus, Denmark

Target Group:

University staff working within Student Administration and Career Counselling and Guidance, Facilities and Environment, Information Technology, and Library Service.

Short summary:

For the first time in NUAS history, this conference brought together the four aforementioned areas of expertise. The main goal of this conference was to create possibilities to increase understanding and collaboration between different parts of the university administration and the responses from the participants clearly showed the importance of this. According to the participants, the most important attraction of the conference was that it was a multidisciplinary conference, the second most important attraction was the programme itself, and the third was the opportunity to network with Nordic colleagues. The conference provided a unique opportunity to gain new perspectives on the interdisciplinary aspects of these four areas in the university sector. The latest trends were discussed and major projects and good solutions were presented. People met colleagues from across the Nordic countries and shared knowledge and experience.

There was also time for being social and playful, and participants had a lovely evening at the Turbinehalle and danced to the music of the band Funkarella.

Participants:

256: 82 men, 174 women

Institution:	
Århus university (31)	University of Bergen (14)
Technical University of Denmark, Lyngby (1)	Bergen University Collage (1)
University of Copenhagen (1)	University of Oslo (13)
CBS – Copenhagen Business School (1)	University of Tromsø (3)
Aalborg Universitet (3)	Karolinska Institute, Stockholm (3)
University of Southern Denmark, Odense (2)	Linköping University (5)
Statsbiblioteket, Copenhagen (8)	Jönköping University (2)
Roskilde University, (3)	Kristianstad University (2)
Tritonia Library, Vaasa (1)	Karlstad University (3)
Aalto University, Espoo (3)	Mälardalen University, Västerås (2)
University of Helsinki (8)	Umeå University (13)
University of Tampere (3)	Malmö University (5)
Tampere University of Technology (3)	Örebro University (1)
University of Eastern Finland (2)	Försvarshögskolan, Stockholm (2)
Hanken Svenska handelshögskolan, Helsinki (5)	Lund University (2)
University of Lapland, Rovaniemi (4)	Chalmers University, Gothenburg (3)
CSC – IT Center For Science, Finland (1)	University of Skövde (1)
Turku University (1)	Linneaus University, Växjö (3)
University Properties of Finland Ltd, Tampere (1)	Södertörn University Library (2)
Åbo Akademi, Turku (7)	Stockholm University (1)
University of Island (12)	University West, Trollhättan (2)
The National and University Library of Iceland (2)	Ersta Sköndal University College (1)
NMBU - Norges miljø- og biovitenskapelige universitet (3)	Østfold University College (1)
Norwegian University of Science and Technology NTNU, Trondheim (28)	Swedish University of Agricultural Sciences SLU, Uppsala (3)
Høgskolen i Sør-Trøndelag / NTNU (7)	Gothenburg University (4)
Høgskolen i Østfold (3)	Uppsala University (10)
Universitetet i Stavanger (2)	Uppsala University Library (3)

Høgskolen Betanien (1)	White arkitekter, Sweden (3)
SINTEF, Norway (1)	

Country:	
Denmark (50)	Norway (76)
Finland (39)	Sweden (77)
Iceland (14)	

2016 NUAS Conference: Challenges in University Buildings—How to Create and Maintain High Quality Academic Spaces with Increasingly Complex Demands and Decreasing Funding

August 10–12: Reykjavik, Iceland

Target Group:

University administrators, especially real estate, property, and facility premises personnel and technical staff, and all whose duty or interest is to develop and maintain university infrastructure (campuses, buildings, technical infrastructure, etc.) or to arrange maintenance, cleaning and other supporting services or handle environmental issues.

Short Summary:

The focus of this conference was on the diverse challenges currently facing Nordic universities. Financial cuts, globalization, environmental issues, and new working and learning environments are the challenges that universities have to tackle.

How do these challenges influence facility management, planning new working and learning environments, student housing, environmental management, etc? The programme included presentations but also interactive participation—with the audience joining discussions in larger and smaller groups.

Participants:

119: 65 men, 54 women

Institution:	
University of Copenhagen (6)	Ministry of Education and Research, Norway (3)
Aalborg Universitet (4)	Norges Idrettshøgskole (2)
Syddansk Universitet, Odense (5)	Karolinska Institute, Stockholm (6)
Aalto Universty Properties Ltd, Espoo (5)	Linköping University (3)
University of Helsinki (5)	Kungliga Tekniska Högskolan KTH, Stockholm (2)
University of Tampere (1)	University of Borås (2)
Hanken Svenska handelshögskolan, Helsinki (1)	Umeå University (3)
University of Turku (1)	Malmö University (1)
University of Iceland (2)	Lund University (1)
NMBU - Norges miljø- og biovitenskapelige universitet (4)	Stockholm University (1)
Norwegian University of Science and Technology NTNU, Trondheim (18)	Swedish University of Agricultural Sciences SLU, Uppsala (1)
University of Bergen (4)	Gothenburg University (2)
University of Oslo (5)	Uppsala University (9)
University of Tromsø (20)	Vasakronan / Ryal Institute of Technology (2)

Country:	
Denmark (15)	Norway (56)
Finland (13)	Sweden (33)
Iceland (2)	

Other remarks

There has been some discussions about possible activities other than conferences—what kind, to whom, how to organise them, maybe holding smaller workshops around some specific themes, etc. Different kinds of video meetings between smaller interest groups are also possible. At the moment, there is a large common understanding that annual conferences are the best way in our branch to change and share experiences and best practices, meet colleagues, get new ideas, and benchmark our doings.

During the last 4–5 years, we have mainly handled larger campus and learning environment issues, and of course, those topics are still present in everyone’s daily doings but, right now, it seems to be time to turn a new page and concentrate a bit more on technical issues.

Faculty Administration

Members

- Gudleik Grimstad, Director: Faculty of Social Sciences, University of Oslo (group leader: autumn 2016–spring 2017)
- Åsa Gustafson, Director: Planning and Evaluation Office, KTH Royal Institute of Technology (group leader: autumn 2017–spring 2018)
- Trine Moe, Faculty Director: Division of Human Resources , University of Bergen
- Christian Hestbæk, Head of Secretariat: Department of Science and Environment, Roskilde University
- Torben Durck Johansen, Sekretariatschef, University of Southern Denmark
- Veli-Pekka Heiskanen, Head of Human Resources Services, University of Helsinki
- Minna Domander, Fakultetsdirektør, University of Turku
- Paula Pragert, Förvaltningschef, Malmö University
- Óskar Einarsson, Managing Director: School of Humanities, University of Iceland

Group membership changes

2014

- Anne Ma Eide: left the group (passed away March 11 2014, only 60 years old)
- Ann Christin Thor, University of Gothenburg: left the group
- Gunn Britt Lund, Åbo Akademi University: left the group
- Gudleik Grimstad, University of Oslo: joined the group

2015

- Lise Gundersen, University of Bergen: left the group
- Minna Domander, University of Turku: joined the group
- Trine Moe, University of Bergen: joined the group
- Paula Pragert, Malmö University: joined the group
- Ole A. Jensen, Aarhus University: stepped down as group leader
- Susanne Tjørnelund Meisner, Aalborg University: named group leader

2016

- Susanne Tjørnelund Meisner: left the group
- Gudleik Grimstad, University of Oslo: named group leader (autumn 2016–spring 2017)
- Christian Hestbæk, Roskilde University: joined the group
- Torben Durck Johansen, University of Southern Denmark: joined the group

Meetings

- April 2–3, 2014, Aalborg University: group meeting
- September 16–17, 2014, KTH: group meeting and joint meeting with Economy group to plan the seminar on Strategic University Management at KTH June 8–9, 2015.
- November 5–6, Copenhagen Business School: group meeting with continued planning of the June 2015 seminar plus a joint meeting with all interest groups.
- June 8–9, 2015, KTH: “Hur styrs universiteten [How are Universities Governed]—Trends for Leadership” seminar cancelled due to low participant registration.
- August 24–25, 2015, University of Oslo (UiO): group meeting with a presentation of “digitalised exams” and administrative support for researchers at UiO as well as a discussion of themes for future meetings.
- October 29, 2015, Aalborg University: group meeting with planning for the workshop “How to Do More with Less” in Åbo (November 9–10, 2016).
- February 8, 2016: Skype meeting to plan the workshop in Åbo.
- May 11, 2016, Copenhagen Business School: planning of the workshop in Åbo. The need for new members was communicated to the General Secretary.
- November 10, 2016 Åbo Akademi University: group meeting after the workshop with a review of experiences gained participant evaluations (with most ratings ranging from “Good” to “Excellent”). The arrangement was a success and Åbo Akademi University was an excellent event host.

Seminars and events

How to Do More with Less

November 9–10, 2016: Helsinki, Finland

Target group:

Directors and leaders with overall responsibility for activities within their department or organisation.

Short Summary:

Leaders from universities in Åbo, Helsinki, Copenhagen, and Trondheim shared how budget cuts and structural changes were handled at their institutions—seen from the leadership perspective.

Participants:

48: 27 women, 21 men

Other remarks

The group is now up to full membership, with representatives from all member countries.

The faculty-level has been eliminated, or is being considered for elimination, at some member institutions and there has been some internal discussion around the question of whether or not this group is needed since some member institutions no longer have faculty directors or faculties. Changing the group name from Faculty Administration to something else has also been considered. The workshop «How to Do More with Less » demonstrated that there are overarching themes that traverse the boundaries of the NUAS Special Interest Groups, which the Faculty Administration group is well suited to addressing. The group will use and build on this experience when planning future seminars and workshops. Our experience showed that the workshop format makes for an excellent learning arena and is less demanding and less risky for the organizer than a large seminar. The downside to the format can be a lack of capacity for everyone who is interested in attending.

Another observation is that planning for seminars and workshops needs to start early—at least one year before the event—and that the event should be announced at least six months in advance. Active use of networks is important both to secure good speakers and to market the event to its intended audience.

Human Resources

Members

- Elina Stadigh, HR Director, Hanken School of Economics (group leader)
- Mika Wulff, Personaldirektör, Åbo Akademi
- Odd Arne Paulsen, Personal- og organisasjonsdirektør, UiT The Arctic University of Norway (former group leader)
- Annica Fröberg, Personalchef, KTH Royal Institute of Technology
- Ingrid Ganrot, Personalchef, Karlstad University
- Henrik H. Søndergaard, Head of HR, Aalborg University
- Ásta Möller: Director of Human Resources, University of Iceland
- Irene Sandlie: Director of Personnel, University of Oslo, Norge

Group membership changes

The following members left the group:

- Line Rye, Norway
- Kjeld Lanng, Denmark
- Stina Nyström, Sweden
- Marie Högström, Sweden
- Guðrún Jóhanna Guðmundsdóttir, Iceland
- Anna María Pétursdóttir, Iceland

Activity

Due to the high number of membership changes during this reporting period, there has been little activity in the HR group. With the help of the NUAS General Secretary, the group has been able to bring in several new members.

Seminars and events

The HR group has not arranged any seminars or conferences of its own during this period. The group collaborated with the Research and Innovation group to arrange a workshop titled, “Strategic Use of Intelligence to Improve

Decision-Making in Collaboration-, Research- and HR-Administration.” The workshop took place at UiT and had 65 participants.

Because of the aforementioned membership changes, it has been difficult to hold meetings during this reporting period. The group held a meeting at the University of Oslo May 11–12, 2016 where only three members were able to attend.

Information Technology

Members

- Ilkka Siissalo, IT-chef, University of Helsinki (group leader)
- Joakim Nejdeby, Chief Information Officer, Linköping University
- Klaus Kristian Kilt, Business Relationship Manager—IT Services, Aalborg University
- Kuno Öhrman, Direktör, Hanken School of Economics
- Kurt Gammelgaard Nielsen, Head of IT, University of Southern Denmark
- Lars Inge Oftedal, Director of Information Technology, University of Oslo
- Mia Lindegren, IT Director, Uppsala University
- Tord Tjeldnes, IT Director, University of Agder

Group leader’s report

The group is doing well and is active. We just had a group meeting [Feb. 2017] in Helsinki and we are arranging a Nordic CIO conference in Helsinki with a good set of speakers at the end of March [2017] at Hanken School of Economics; we expect 50–100 participants and have two sponsor companies. It is organised by the NUAS group but not formally advertised as a NUAS event because we welcome all CIOs, not just the ones from NUAS member institutions, and we are not asking for a fee. But, of course, we are going to present NUAS and are trying to persuade them all to join. The NUAS IT coordination group is continuing very actively and we have good connections to the European-wide organisation EUNIS (European Universities Information Systems); I am the President of EUNIS at this time. The only problem that we have is that we are missing a representative from Iceland.

Internationalization

Members

- Niels Henrik Larsen, Deputy Director of International Programmes, Copenhagen Business School (group leader)
- Karin Axelsson-Grafström, Official: Department of Professional Support, Luleå University of Technology
- Bjørn Erik Andersen, Senior Adviser: Division of Research Administration, University of Bergen
- Margareta Granholm, International Coordinator, Hanken School of Economics
- Fridrikka Hardardottir, Director: International Office, University of Iceland
- Nina Moxnes, Adviser: Office of International Relations, Norwegian University of Science and Technology NTNU
- Pär Svensson, International Coordinator; Regional Coordinator for Africa, Lund University
- Birgitte Schiørring Madsen, Head of Student Guidance & International Office, Aalborg University
- Open—representative from Finland

Group membership changes

- Bjørn Erik Andersen replaced Heidi Espedal (both from the University of Bergen) in June 2015
- Outi Savonlahti, University of Eastern Finland, passed away in 2016. A new Finnish representative will be appointed in spring 2017
- Birgitte Schiørring Madsen (Aalborg University) replaced Knud Warming (Aarhus University) in August 2015
- Fridrikka Hardardottir replaced Karítas Kvaran, (both from the University of Iceland) in November 2013

Activity

Group meetings:

- Joensuu, February 2014
- Copenhagen, November 2014
- Luleå, August 2015
- Lund, December 2016

Group members participated in the collaborative seminar in Copenhagen in November 2014.

Niels Henrik Larsen (group leader) attended the following Group Leader Meetings and Board of Directors Meetings: Helsinki (May 2014), Copenhagen (September 2014), Stockholm (October 2015), Copenhagen (May 2016), and Åbo (October 2016).

Seminars

International Master's Degree Students

Produced in collaboration with the Communication and Verification of Certificates and Qualifications groups.
December 8–9 Lund, Sweden

Target group:

University staff from all NUAS member institutions, in particular staff working with different aspects of internationalization, communication and admissions.

Short summary:

Why is it important for Nordic universities, societies, and businesses to have a student body of international full-degree students? How do we market ourselves in order to recruit students? How does the introduction of tuition fees for Non-EU students make an impact on internationalization? How can recruiters, marketers, admissions staff, international officers, counsellors, and university professionals working with admissions based on international education and transfer of credits work even better together given the different roles they have concerning marketing to, recruitment, admission, and retention of students?

A focal point throughout the seminar will be sharing of experiences and best practices within the Nordic region so that participants—whatever their role—will get a much better understanding of what colleagues in other fields are doing and why. All with the intended result that participants will get insights and inspiration helping them to work much better together at their institutions on the common task of providing the best service for international students choosing to study a full degree at a Nordic university.

Participants:

158: 116 Female, 42 Male

Countries:	
Norway: 24	Finland: 26
Sweden: 69	Iceland: 6
Denmark: 33	

Plans

The group plans to hold one or more seminars in the coming period, possibly in collaboration with other NUAS groups.

Legal

Members

- Tove Bæk Jensen, Chief Consultant, Aarhus University (group leader)
- Conny Claesson, Universitetsjurist, Karlstad University
- Alf Grafström, Administrative Lawyer, Luleå University of Technology
- Kaj Grönquist, Jurist, Åbo Akademi University
- Elín Blöndal, Chief Legal Counsel, University of Iceland
- Jannicke Persen, Juridisk seniorrådgiver/nestleder, UiT The Arctic University of Norway
- Märtha Felton, Senior Advisor, University of Oslo

Group membership changes

The following members left the group during the period:

- Thomas Davidsson, Uppsala University
- Anna-Kaisa Byman, Åbo Akademi University
- Annette Nilsson, Lund University
- Kristin-Helga Markusdottir, University of Iceland
- Marianne Jalovaara, University of Helsinki
- Torben Rytter Kristensen, University of Copenhagen
- Sveinung Svanberg, University of Oslo

- May Liz Bjørnevik Tho, Norwegian University of Science and Technology NTNU

Activity

The group was reorganised in May 2014 to include only attorneys; it previously also included internal auditors. There was no additional activity during 2014.

The group was reorganised again in mid-2015 and subsequently worked to update and formulate new objectives and tasks, including planning work for a September 2017 conference in Oslo.

Group meetings

October 15–16, 2015: Oslo

March 9–10, 2016: Aarhus

September 19–20, 2016: Reykjavik

Seminars and events

Due to lack of resources, the group had to cancel a planned conference for lawyers and internal auditors at Lund University in September 2014.

Due to vacancies, changes to group composition, and leadership changes, the group has not held other events during this period.

Library Service

Members

- Pia Södergård, Library Director, Åbo Akademi University Library (group leader)
- Ellen Vibeke Knudsen, områdedirektør, Aarhus University Library
- Claus Vesterager Pedersen, Library Director, Roskilde University Library
- Susanna Parikka, Library Director, Lapland University Consortium Library
- Gunnhildur Björnsdóttir, Head of Library: School of Education Library, University of Iceland
- Bente R. Andreassen, Director of Department: University Library, University of Oslo
- Johanne Raade, Director: Library Administration, UiT The Arctic University of Norway
- Lars Burman, Chief Librarian, Uppsala University Library
- Margareta Hemmed, Library Director, Gothenburg University Library

Seminars and events

In November 2015, the group collaborated with the Facilities and Environment, Student Administration and Career Counselling and Guidance, and Information Technology groups to organise the conference “Co -Creating New Learning Environments—Collaboration Across Expertise” at Aarhus University. The program consisted of three keynote and 17 parallel sessions that highlighted university learning environments and their future development from diverse perspectives. Post-conference evaluations indicated that participants were very satisfied with the programme as well as the practical organisation provided by Aarhus University’s skilled conference personnel.

Interest in the conference went far beyond the target groups envisioned by the organisers to the degree that not everyone who wished to attend was able to because the event sold out. There were 251 participants (76 from Sweden, 74 from Norway, 46 from Denmark, 41 from Finland, and 14 from Iceland) including a group of young students. This was the first NUAS conference for the Library Service group’s target audience and over 70 participants from the library sector attended. Thus, a completely new audience is familiar with NUAS and the work our organisation does.

At the Board of Directors Meeting in May 2016, the Library Services group proposed a new skills development programme, the NUAS Staff Exchange Programme. The initiative was well received and the NUAS Board gave the group the green light to develop the administrative framework. At the board meeting in October 2016, this framework was presented and the programme was approved*.

The group met twice yearly:

- March 2014: Copenhagen
- November 2014: Copenhagen
- February 2015: Uppsala
- September 2015: Gothenburg

* see p. 6 NUAS Staff Exchange Programme

- April 2016: Oslo
- September 2016: Reykjavik

The group has also participated in seminar for all NUAS interest groups (November 2014) and in a planning meeting in Uppsala (February 2015) for the conference in Aarhus. The group leader participated in group leader meetings and the NUAS Board meeting (May 2016: Copenhagen). During the planning period for the Aarhus conference, the group leader regularly participated in meetings with representatives from the three other groups arranging the conference.

Other remarks

Extensive changes are taking place in Nordic university libraries, often in an atmosphere of economic austerity. The university library's role and its ability to offer a relevant service has been a recurring topic of discussion during group meetings.

Research and Innovation

Members

- Andrew Telles, Team Leader at Grants and Innovation Office, University of Gothenburg (group leader)
- Halldór Jónsson, Director of Research Affairs, University of Iceland
- Ingrid Sogner, Section Manager: Research Support Faculty of Medicine, University of Oslo
- Ilkka Virtanen, International Relations Manager, Tampere University of Technology
- Pål Vegar Storeheier, Deputy Director Department of Research Services, UiT The Arctic University of Norway
- Eva Björndal, Team Leader: Grants Office, Karolinska Institute
- Inge-Sofie Sørensen, Senior Executive Consultant Science Faculty Office, Research and Innovation, University of Copenhagen
- Jaana Backman, Head of Research Services, University of Eastern Finland

Group membership changes

- Anja Sinding Morgen, Leader Research: Grants (University of Southern Denmark), joined the group in 2016
- Nina Bandmann, Coordinator: Grants Office (Karolinska Institute) joined the group in 2016
- Ingrid Sogner, who has served as group leader for the last several years left the group during 2016
- Ilkka Virtanen and Eva Björndal also both left the group during 2016
- John Westensee, Deputy University Director (Aarhus University) left the group in 2015

Seminars and events

Workshop: How to Measure the Value and Quality of Research and Innovation Services

December 1–2, 2016: Reykjavik, Iceland

Target Audience:

Research Administration and support managers, innovation support advisors and managers.

The focus of the conference was on facilitating a discussion toward a common Nordic perspective and approach toward the use of metrics and key performance indicators (KPIs) to measure and evaluate the quality and standard of performance of research and innovation support functions.

Participants:

56: 29 women; 27 men

Institutions:	
Karolinska Institute	University of Gothenburg
Tampere University of Technology	University of Bergen
UiT The Arctic University of Norway	Chalmers Tekniska Högskola
University of Aarhus	Örebro University
University of British Columbia	Malmö University
University of Copenhagen	Aalto University
University of Eastern Finland	Copenhagen Business School
University of Helsinki	University of Southern Denmark
University of Iceland	IT University Copenhagen
University of Nordland	University of Copehagen
University of Oslo	Kunstakademiets Skoler for Arkitektur, Design og Konservering

Countries:	
Norway	Finland
Sweden	Iceland
Denmark	

Conference/Workshop: Strategic Use of Intelligence to Improve Decision-making in Collaboration-, Research- and HR-administration

September 9–10, 2015: Tromsø, Norway

Target Audience:

Research Administration, Innovation, and HR management.

The focus of the conference was on the strategic use of different types of information to increase Nordic universities' competitiveness through greater participation within Horizon 2020, to enhance recruitment of new researchers and to improve processes around strategy decision making.

Participants:

65: 31 women; 24 men

Institutions:	
Copenhagen Business School	University of Helsinki
DTU - The Technical University of Denmark	University of Iceland
Karolinska Institute	University of Nordland
NHH Norwegian School of Economics	University of Oslo
Stockholm University	University of Stavanger
Tampere University of Technology	University of the Arts Helsinki
UiT The arctic university of Norway	Uppsala University
University of Aarhus	Universitetet i Stavanger
University of British Columbia	University of Gothenburg
University of Copenhagen	NIPO/Patentstyret
University of Eastern Finland	

Countries:	
Norway	Finland
Sweden	Iceland
Denmark	

Student Administration and Career Counselling and Guidance

Members

- Jonina Kardal, Career and Guidance Counsellor, University of Iceland (group leader until summer 2016)
- Helena Strandell, Planning Manager, Hanken School of Economics (group leader from summer 2016)
- Stefan Kaasalainen, Study and Career Counsellor, Karlstad University
- Anne Christine Teglborg, Specialkonsulent, Aarhus University
- Pernille Kindtler, Sektionschef, University of Copenhagen
- Helena Lindvall, studiechef, Umeå University (member until 2015) was replaced in 2016 by Per Edenhamn, studie- och karriärvägledare, SLU the Swedish University of Agricultural Sciences
- Pia Rydestedt, studievägledare, Aalto University (member until 2015) was replaced by Gurli-Maria Gardberg, Head of Education Services, Åbo Akademi University (2015)
- Heidi Adolfsen, Studiedirektør, UiT The Arctic University of Norway
- Asta Gunnlaug Briem, Career and Guidance Counsellor, University of Iceland (joined in 2016)
- Christen Soleim, Deputy Director General: Division of Student Affairs, University of Bergen

Seminars and events

Co-creating New Learning Environments—Collaboration across Expertise

November 17–19, 2015: Aarhus, Denmark

Target group:

People interested in study environment and how to create inspiring university learning hubs that meet the need of future learning.

This NUAS Conference targeted all staff working with: student administration, career counselling and guidance; facilities and environment; information technology; and library service at Nordic universities—bringing together these four areas of expertise. The conference provided a unique opportunity to gain new perspectives on the interdisciplinary aspects of the university sector.

Other remarks

The group has met twice a year. The focus during this period has been on cooperation with the other NUAS groups (the group was one of the driving forces of the Aarhus conference [November 2015]).

In conjunction with a group meeting in 2014, the group visited the Design Factory and Start-up Sauna at Aalto University to familiarize themselves with innovation and entrepreneurship support at Aalto University. Support for entrepreneurship and start-ups to support students' work skills can be a future seminar topic.

Sustainability

Members

- Meri Löyttyniemi, Senior Advisor for Sustainability, Aalto University (group leader)
- Saana Raatikainen, Environmental Coordinator, University of Tampere
- Tomas R. Poulsen, Team Leader: Green Campus, University of Copenhagen
- Thomas Skou Grindsted, Researcher, Roskilde University
- Ullika Lundgren, Sustainability Controller, University of Gothenburg
- Lina Häckner, Environmental Coordinator, KTH Royal Institute of Technology
- Sigurlaug I. Lövdahl, Office Manager, University of Iceland
- Jorulf B. Silde, Project Manager, University of Oslo
- Lars H. Aarø, Environmental Coordinator, University of Bergen
 - coordinator and project manager: Meeri Karvinen, Aalto University

Group membership changes

- Saana Raatikainen, Environmental Coordinator (University of Tampere), replaced Essi Römpötti, Environmental Coordinator (Lappeenranta University of Technology), on 1.1.2016 as the group representative for Finland
- Lars H. Aarø, Environmental Coordinator (University of Bergen), replaced Ottar Michelsen (Norwegian University of Science and Technology) on 1.1.2016 as the group representative from Norway.
- Lina Häckner, Environmental Coordinator (KTH Royal Institute of Technology), replaced Teresia Sandberg, Project manager (KTH Royal Institute of Technology), on 1.10.2016 as the group representative for Sweden

Seminars, conferences, and activities

- Group meetings:
 - 15 Video conferences during 2014–2015 (every 2–3 months)
 - 3 face-to-face meetings: Iceland 2014, Gothenburg 2015, and Oslo 2015
- Participation and input in NUAS meetings:
 - NUAS General Assembly and Board meeting November 5–7, 2014 in Copenhagen. NUAS Sustainability presented its activities, project collaboration, NSCN* as a network and initiatives for NUAS in the meeting
 - 2015: NSCN accepted as NUAS Sustainability
 - NUAS Board and Leaders' meeting in Copenhagen May 9–11, 2016. NSCN presented its activities and project collaboration in the meeting.
 - NUAS Board and Leaders' meeting at Åbo Akademi University, October 27–28, 2016.
- Publications:
 - Implementing Rio+20 in Nordic Higher Education Institutions— a survey report
 - nordicsustainablecampusnetwork.files.wordpress.com/2015/11/nscn_rio20surveyreport_final_11_2015.pdf

* Nordic Sustainable Campus Network

Nordic Sustainable Universities Conference

Final conference of the SuLiTest project (Sustainability Literacy Test, sulitest.org)

October 27–28, 2016: University of the Faroe Islands

Target group:

Sustainability professionals in Nordic universities, students, municipalities.

Contents:

Share knowledge on how to create a new campus that is socially and ecologically sustainable, how to influence students' learning outcomes on sustainability, and what opportunities can be found when universities collaborate with municipalities and companies.

Participants:

36: men 55%, women 45%

Institutions:	
University of the Faroe Islands	Tórshavnar kommuna
University of Iceland	Bústaðir
University of Bergen	MAP arkitektar
NTNU	Fróðskaparsetur Føroya
University of Gothenburg	MMR
Aalto University	Independent
KTH Royal Institute of Technology	Landsverk
Umeå university	

Countries:	
Finland	Iceland
Sweden	Faroe Islands
Norway	

Sustainability at Nordic Universities—How Are We Doing and What Should We Do Next?

Final conference of the “Rio+20”- project 2014-2015 and the launching of the SuLiTest-project 2016.

November 12–13, 2015: University of Oslo, Norway

Target group:

Sustainability professionals, teachers and researchers interested in campus sustainability in Nordic universities + interested stakeholders

Contents:

Publishing the results of the Rio+20 project and to analyse the project survey results even further. In the conference workshops the participants had the chance to plan how the results could be implemented in their own countries, in the Nordic region, and globally.

Participants:

52: men 54%, Women 46%

Institutions:		
Nordic	University of Oslo	University of the Faroe Islands
	University of Agder	NUAS
	KEDGE Business School / SuLiTest	Studentparlamentet UiO
	University of Halmstad	Technical University of Denmark (DTU)
	Lappeenranta University of Technology	Spire
	NMBU	Aalto University
	Høgsk. i Oslo	Nordic Council of Ministers NCM
	Framtiden i Våre Hender Oslo Studentlag	Forum for Nature Protection NGO
	Studentparlamentet ved University of Bergen	Rodulf Steiner University College
	FEE Norway	Martti Ahtisaari Institute at Oulu Business School
	Södertörn University	University of Iceland
	NTNU	KTH Royal Institute of Technology

	The Student parliament at the University of Oslo	Norwegian University of Life Sciences
	Tvergastein//Centre for Development and the Environment	University of Helsinki/Centre for Environment
	Hamstad University	University of Gothenburg
	University of Bergen	
Stakeholders		
	Nordic Council of Ministers	Spira
	NUAS	UNEP
	FEE Norway	Tvergestein
International		
	UNEP/GUPES, Kenya (by video)	
Countries:		
Norway	Finland	
Sweden	Iceland	
Denmark	Faroe Islands	
France	Kenya	

If You Can't Measure It, You Can't Manage It—Is This True?

Gothenburg workshop on sustainability measuring and reporting
May 20–21, 2015: University of Gothenburg, Sweden

Target group:

Sustainability professionals, teachers and researchers involved or interested in sustainability measuring and reporting in Nordic universities + interested stakeholders.

Contents:

Sharing good practices on sustainability indicators, evaluating the results from the HEI sustainability survey regarding measurement, looking at sustainability criteria for course labelling, looking at how social sustainability might be measured, and discussing solid connections between targets and indicators.

Participants:

27: men 41%, women 59%

Institutions:		
Nordic	Aalto University	University of Copenhagen
	Chalmers University of Technology	University of Gothenburg
	CSR Västsverige	University of Iceland
	Högskolan i Borås	University of Oslo
	Kristianstad University	University West
	KTH Royal Institute of Technology	Nordic Council of Ministers
	Lappeenranta Uni. of Technology	
International		
	University of Zagreb	

Countries:		
Norway	Finland	
Sweden	Iceland	
Denmark	Croatia	

Making Universities Sustainable Conference MUSC / NSCN Workshop on steering sustainability in universities

October 22–24, 2014: University of Copenhagen, Denmark; KU organising the conference with other IARU (Intl Alliance of Research Universities) members

Contents:

The workshop was arranged as a part of MUSC conference. The attendees discussed the level of sustainability integration in their universities, the steering of sustainability-related issues, and brainstormed how we could overcome the obstacles that hinder universities to implement sustainable development more efficiently.

Participants:

24: men 67%, women 33%

Institutions:		
Nordic	University of Gothenburg	Lappeenranta University of Technology
	Aalborg University	Oslo College University
	Technical University of Denmark	University of Oslo
	DTU	KTH Royal Institute of Technology
	University of Copenhagen	Lund University
	Aalto University	
International		
	HFT Stuttgart	National University of Singapore
	Cornell University	Ghent University

Countries:	
Norway	Finland
Sweden	Iceland
Denmark	Germany
Belgium	USA
Singapore	

CAMPUS DEVELOPMENT, *From Outside to Inside, from Present to Future*

NUAS Facilities and Environment conference in Finland, NSCN co-organised the event
August 24–26, 2014: University of Helsinki and Aalto University, Espoo

Contents:

The goal of the conference was to get insights to campus development in different scales: 1st day at Univ. of Helsinki was dedicated for urban sustainable campus development and future, the 2nd day in Otaniemi campus of Aalto University was more about learning environment solutions, sustainability and future.

Participants:

135

Countries:	
Norway	Finland
Sweden	Iceland
Denmark	

Other remarks

- Development: NUAS sustainability has its own website with an active blog, where all member institutions can share their best practices and cases. An own flyer was created in 2014 and updated in 2016. nordicsustainablecampusnetwork.wordpress.com
- Discussions going on: Communications (Facebook) and developing new projects (contributing to NCM Agenda 2030 Program in 2017? Supporting and implementing Sustainable Development Goals? Continuing with SuLiTest? Nordic Green Gown Awards? Rapid Response Team in conjunction with Global Education Alliance?). Collaboration with the other NUAS groups and contributing to NUAS events like the NUAS Directors' Meeting (May 2018) and NUAS General Assembly (August 2019).
- Outreach: NUAS Sustainability has contributed to the following events by representing the network, presenting its work or distributing its flyer:
 - 19–21.3.2014 IAU International Conference 2014 in Peru / participation
 - 1–4.6.2014 ISCN Conference 2014 in Massachusetts, Cambridge /presentation
 - 16–18.6.2014 Gronen Conference 2014 in Finland / participation
 - 13–15.8.2014 ISEE Conference 2014 in Iceland / flyer distribution
 - 25–27.2.2015 International Symposium on Northern Development in Quebec, Canada / presentation
 - 17–19.6.2015 ISCN Conference 2015 in Hong Kong / presentation
 - 28.6–2.7.2015 World Environmental Education Conference WEEC2015 in Gothenburg, Sweden / presentation
 - Autumn 2015 EAUC, UK & Ireland Green Gown Awards, NSCN jury representative

- 13–16.6.2016 ISCN Conference 2016 in Siena, Italy / participation
- 14–16.9.2016 World sustainability summit for universities WSSD-U conference in Massachusetts Institution of Technology MIT / presentation
- Autumn 2016 EAUC, UK & Ireland Green Gown Awards, NSCN jury representative
- 22–23.11.2016 Nordregio Forum, Helsinki, Finland / poster
- 29.11.2016 Dialogue meeting on Nordic Cooperation in response to the global 2030 Agenda for Sustainable Development in Helsinki, Finland / participation by invitation

NSCN webpages: nordicsustainablecampusnetwork.wordpress.com

NUAS Sustainability: www.nuas.org/sustainability

Verification of Certificates and Qualifications

Members

- Hilde Skeie, NTNU: Norwegian University of Science and Technology (group leader)
- Annette Larsen , Aarhus University
- Anne Mette Hou, Copenhagen Business School
- Antti Hilden, University Of Tampere
- Johanna Lepola, Hanken School of Economics
- Kaja Schiøtz, University of Oslo
- Stefan Haglund, Linne University
- Ína Dögg Eypórsdóttir ,University of Iceland

Seminars and events

International Master's Degree Students

December 2016: Lund

Target group:

Study Administration, faculty administration, Internationalisation, information workers, and leaders.

High participation and very good evaluations.

Interest areas

The group had a meeting in 2016 in preparation for the seminar in Lund. The focus of the meeting was on adjudication of refugees credentials (those with, without, and with counterfeit credentials).

Revisjonsberetning NUAS for 2014, 2015 og 2016

Vi har revidert Det Nordiske Universitetsadministratorsamarbeidets (NUAS) regnskap for regnskapsårene 2014 -2016. Regnskapet for 2014 viser et underskudd på NOK 144.014, mens regnskapene for 2015 og 2016 viser overskudd på henholdsvis NOK 409.584 NOK og NOK 269.709.

Resultatet hvert år disponeres til sikkerhetsbuffer i balansen. Etter disponering er balansen per 31.12.2016 NOK 3.740.470 (sikkerhetsbuffer).

Vi har gjennomgått regnskapet for disse årene og etter vårt mening gir regnskapet et riktig bilde av nettverkets virksomhet i perioden. Vi har ikke funnet disposisjoner som er i strid med NUAS vedtekter og økonomimodell.

NUAS regnskapet er en del av regnskapet til Universitetet i Oslo, som revideres av den norske Riksrevisjonen. Riksrevisjonen har ikke avdekket kritikkverdige forhold ved revisjon av Universitetet.

Vi foreslår at generalforsamling godkjenner regnskap og balanse for NUAS for regnskapsårene 2014, 2015 og 2016.


Cathrine Bøgestub
Seksjonssjef for økonomi, personal og arkiv


Kristian Sollesnes
Avdelingsleder forskning og bibliotek

NUAS Resultat pr 31.12.16

NUAS - resultatregnskap for periode 01.01-2014 til 31.12-2016

	Sum of Regnskap 2014	Sum of Regnskap 2015	Sum of Regnskap 2016
Medlemskontingenter	-901 377	-1 005 547	-1 223 061
Andre inntekter		85 483	
Kursinntekter Forskning og innovasjon	-19 174		
Kursinntekter Direktørmøte 2016 - København			-95 700
Kursinntekter NUAS PLA 2015-2016		-1 249 337	-17 510
Konferanse inntekter til NUAS	-121 318	-92 196	
Totale inntekter	-1 041 869	-2 261 597	-1 336 271
Lønnskostnader NUAS PLA 2017 - 2018			11 112
Lønnskostnader Administrasjon	618 031	480 847	553 471
Lønnskostnader NUAS PLA 2015-2016		89 617	
Lønnskostnader Direktørmøte 2016 - København			9 410
Totale lønnskostnader	618 031	570 464	573 993
Driftskostnader NUAS PLA 2017-2018		2 010	29 846
Driftskostnader Administrasjon	468 414	359 495	47 290
Driftskostnader Kommunikasjon	76 486		
Driftskostnader NUAS PLA 2015-2016	1 491	640 199	184 498
Driftskostnader Direktørmøte 2016 - København		2 010	29 846
Totale driftskostnader	546 391	1 003 714	291 480
Reisekostnader Administrasjon	133 595	102 557	37 339
Reisekostnader NUAS PLA 2015-2016	18 769	30 555	54 123
Reisekostnader Dokumentasjon og arkiv		57 308	
Reisekostnader Direktørmøte 2016 - København		9 027	92 907
Reisekostnader Island		78 388	7 281
Reisekostnader NUAS PLA 2017 - 2018			9 439
Totale reisekostnader	152 364	277 835	201 089
Resultat kostnader	1 316 786	1 852 013	1 066 562
Resultat	274 917	-409 584	-269 709
Overført resultat fra forrige Universitet	-3 336 101		
Utgående Balanse	-3 061 185	-3 470 769	-3 740 478

Inntekter

I perioden 2014 til 2016 har vi fakturert 64 medlemsinstitusjoner pr år fordelt på 3 kategorier, satser for medlemskontingenten er:

1. Kategori 1: Færøyene, Grønland og spesielle fagskoler: 4000 DKK pr år
2. Kategori 2: Universiteter med mindre enn 2000 studenter, kontingent 7 800 DKK pr år
3. Kategori 3: Universiteter med mer enn 2000 studenter, kontingent 16000 DKK pr år

Appendix

1. Overview of events 2014–2016 (table)
2. Program for Nordic Director Meeting Copenhagen
3. NUAS Staff Exchange Programme
4. Communication Plan for NUAS (per October 2016)
5. Nordic events organized by NUAS Sustainability

Overview of events 2014–2016 (table)

Grøpe	Event	When	Host	Number of participants	Participants per country	Women	Men
Archives and Records Management	<i>NUAS-Archives and Records management conference 2016</i>	September 2016	University of Iceland	Tall kommerimars			
Communication	<i>NUAS Communication Conference</i>	January 2014	Århus University	250			
Communication	<i>NUAS Communication Conference</i>	June 2015	Karolinska Institute	360			
Economy	No events						
Facilities and Environment	<i>Campus development – From Outside to Inside, From Present to Future</i>	August 2014	University of Helsinki	134	Denmark 16 Finland 42 Island 1 Norge 51 Sverige 24	67	67
Sustainability							
Facilities and Environment	<i>NUAS Joint Conference Co-creating new learning environments</i>	November 2015	Aarhus University	256	Denmark 50 Finland 39 Island 14 Norge 76 Sverige 77	174	82
Library Service							
Facilities and Environment	<i>Challenges in University Buildings</i>	August 2016	University of Iceland	119	Denmark 15 Finland 13 Island 2 Norge 56 Sverige 33	54	65
Faculty Administration	<i>How to do more with less</i>	November 2016	Åbo Akademy University	48	Proporsjonal fordeling fra NUAS medlemsland	27	21
Human resources	Ingen arrangementer						
	(The group participated in the workshop						

Groupe	Event	When	Host	Number of participants	Participants per country	Women	Men
	<i>Strategic use of intelligence to improve decision-making in collaboration-, research- and HR-administration in 2015.)</i>						
Information Technology	No events						
Internationalization Communication	<i>International Master's Degree students</i>	December 2016	Lund University				
Verification of Certificates and Qualifications							
Legal	No events						
Research and Innovation	<i>Workshop: How to measure the value and quality of research and Innovation service</i>	December 2016	University of Iceland	56	Norway, Sweden, Denmark, Finland, Iceland	29	27
Research and Innovation	<i>Conference/Workshop Strategic use of intelligence to improve decision-making in collaboration-, research- and HR-administration</i>	September 2015	University of Tromsø	65	Norway, Sweden, Denmark, Finland, Iceland	31	24
Student Administration and Career Counselling and Guidance	<i>Co-creating new learning environments- collaboration across expertise</i>		Aarhus University				

Gruppe	Event	When	Host	Number of participants	Participants per country	Women	Men
Sustainability	Final conference of the SULLTest project <i>Nordic sustainable universities conference</i>	October 2016	Faroe Islands	36	Finland, Sweden, Norway, Iceland, Faroe Islands	45%	55%
Sustainability	A Nordic course on sustainable urban development <i>The Nordic City Challenge</i>	September 2016	University of Gothenburg	33	Finland, Sweden, Denmark, Norway, Iceland		
Sustainability	Workshop on greener laboratories in the University of Copenhagen, Denmark : <i>Workshop on greener laboratories</i>	March 2016	University of Copenhagen	42	Denmark		
Sustainability	Final conference of the "Rio+20" - project 2014-2015 and the launching of the SULLTest-project 2016: <i>Sustainability at Nordic universities – How are we doing and what should we do next?</i>	November 2015	University of Oslo	52	Finland, Sweden, Norway, Denmark, Iceland, Faroe Islands, France, Kenya	46%	54%
Sustainability	A Nordic course on sustainable urban development: <i>The Nordic Case Competition on Sustainable Urban Development</i>	October 2015	Swedish-Finnish Cultural Center Hanaholmen and Aalto University, Finland	43: 24 students, 9 organizers, 10 others	Finland, Sweden, Denmark, Norway, Iceland	68%	32 %
Sustainability	Gothenburg workshop	May 2015	University of	27	Finland, Sweden,	59%	41%

Groupe	Event	When	Host	Number of participants	Participants per country	Women	Men
	on sustainability measuring and reporting: <i>If you can't measure it, you can't manage it – is this true?</i>		Gothenburg		Norway, Denmark, Iceland, Croatia		
Sustainability	Workshop on sustainability steering mechanisms in universities Title: Making Universities Sustainable Conference MUSC / NSCN Workshop on steering sustainability in universities	October 2014	University of Copenhagen, Denmark. KU organising the conference with other IARU (Intl Alliance of Research Universities) members	24	Denmark, Sweden, Finland, Norway, Germany, Belgium, USA, Singapore	33 %	67 %
Sustainability	Workshop Rio+20 project launch seminar	February 2014	University of Iceland	10	Finland, Sweden, Norway, Denmark, Iceland	6	4
Verification of Certificates and Qualifications	International Master's Degree Students	December 2016	Lund University	"High participant rate"			

Program for Nordic Director Meeting Copenhagen

The Challenging Future of Nordic Universities - The Role of the University Director

Venue: Carlsberg Academy, Gamle Carlsberg Vej 15, Copenhagen W

Tuesday, 10 May 2016

17:30–18:00 Registration

18:00 Welcome and an Aperitif

Tove Kristin Karlsen, Chairman of NUAS, Deputy University Director, University of Oslo

18:10 What Does It Take to Be a University Director?

Compared with top executives in other organizations, are their profiles and abilities different?

Director Steen Vidø, Mercuri Urval

Introduction: Kent Waltersson, Linköping University, Sweden

18:35 The Role of the University Director — a perspective from the board.

Michael Christiansen, Chairman of the Board, Aarhus University

Introduction: Kent Waltersson, Linköping University, Sweden

19:00 Ex-University Director: lessons learned!

Ann Fust, Former Director at Uppsala University

Introduction: Kent Waltersson, Linköping University, Sweden

20:00 Dinner

Wednesday, 11 May 2016

09:00 Good Morning

Director Wilbert van der Meer, Copenhagen Business School

09:05 Management and Organization of Universities in Europe — variety, effects, and trends

Professor Åse Gornitzka, University of Oslo

Introduction: Lasse Lønnum, University of Tromsø/ The Artic University of Norway

10:00 Coffee Break

10:20 Challenges and Opportunities in Academic Leadership - insights from Sweden

Senior Adviser Rolf Höijer, Government Offices/ Ämnessråd, Regeringskansliet, Sweden

Introduction: Lasse Lønnum, University of Tromsø/ The Artic University of Norway

11.10 From a Practical Point of View — the role of the University Director in daily life

Director of Administration Eva Öquist, Stockholm University of the Arts

Introduction: Lasse Lønnum, University of Tromsø/ The Artic University of Norway

12:00 Lunch

13:00 Knowledge and the University - trends, trouble and taboo.

Professor Alf Rehn, Åbo Akademi, Finland

Introduction: Ulla Achren, Åbo Akademi, Finland

14:30 Closing Remarks

Head of Administration Ulla Achren, Åbo Akademi, Finland

NUAS Staff Exchange Programme

ROLES AND RESPONSIBILITIES

This programme benefits both institutions and individuals in several ways.

- Institutions have the opportunity to allow their workflow and challenges seen by a new but experienced set of eyes, build their Nordic network by establishing personal relationships with administrators at other institutions, and give their staff a new perspectives.
- Individuals have the chance to broaden their professional skills, get new insight by observing a different organisational and cultural context, find inspiration to improve their own work process, build a wider professional network, and gain perspective on the sector at a higher level.
- Co-operation across areas of expertise is encouraged. When two or more persons from different administrative branches of the same institution plan and travel together in order to study a common field of interest, the staff exchange programme contributes to remove possible barriers for co-operation.

Universities are encouraged to promote staff exchange in emerging areas of expertise.

Who does what?

Exchangee

Obtains manager's approval and negotiates with the manager about how duties will be taken care of during the absence.

Seeks funding from external sources, e.g. the Erasmus+ programme or makes a deal with his/her employer about compensation.

When necessary, contacts the relevant NUAS' interest group for advice about which universities are suitable host universities in the area of interest.

Contacts the host university and writes an application in their own words with a short presentation of themselves and desired task areas with reference to the NUAS' exchange programme. Agrees on time and programme with his/hers own boss and the host university.

Makes necessary travel arrangements.

Home University

Approves the travel plans

Pays the salary and negotiates with the Exchangee about travel expenses.

Reports realized exchanges to the NUAS' office.

Informs employees about NUAS' staff exchange programme e.g. during performance reviews.

Host University

Approves applications and notifies applicants whether the visit can take place as desired.

Provides office space and guidance.

Co-signs the certificate of achievement issued by the NUAS' office.

Informs employees about NUAS' staff exchange programme e.g. during performance reviews.

NUAS' Interest groups

Offer their expertise on suitable host universities and provide information and guidance.

Group members promote the NUAS' staff exchange programme in their own countries.

Investigate relevant funding sources and notify NUAS' office.

NUAS' Office

Provides information on the staff exchange programme and on suitable funding sources on its home page.

Keeps statistics on realized exchanges.

Issues on demand a certificate of achievement.

NUAS - Kommunikationsplan datet oktober 2016

Målgrupp	Veta	Gjöra	Hur?
Direktörer	<ul style="list-style-type: none"> • Känna till NUAS mål och strategier • Förstå NUAS mervärde 	<ul style="list-style-type: none"> • Bidra till NUAS utveckling • Resurser till NUAS (t ex uppmuntra personal) 	<ul style="list-style-type: none"> • Direktörsnätverk (ordf) • Direktörsmöte • Direktörsmöte
Gruppleadare	<ul style="list-style-type: none"> • Känna till NUAS mål och strategier • Kunskap om helheten i NUAS och andra grupper • Kunskap om universitetsadministration 	<ul style="list-style-type: none"> • Bidrar till strategikutveckling i NUAS • Bidra till att skapa kontakter med andra grupper • Vara länk mellan centrala NUAS och medlemmar inom sin grupp 	<ul style="list-style-type: none"> • Kontinuerligt kommunicera på Facebook och LinkedIn, samt producera innehåll till nuas.org • Gruppleadarmöten • Styrelsemöten • Egna gruppmöten, kontinuerligt
Gruppledare	<ul style="list-style-type: none"> • Vad pågår inom respektive land och fagområde? • Nationell kontaktperson/representant • Känna till vad som pågår inom NUAS 	<ul style="list-style-type: none"> • Informera vidare om aktiviteter inom respektive land • Uppmuntra dialog med nationella/nordiska nätverk • Uppmuntra andra medlemmar till initiativ • Få möjlighet till ökat engagemang inom NUAS 	<ul style="list-style-type: none"> • Nationella chefsmöten (information el närvaro) • Mejl till chefsnätverk inom egen profession • Egna fagliga nätverk • Nyhetsbrev? • För vidare diskussion!
Kulturörare/ambassadörer (alumni? tidigare gruppledare, ledarprogrammet m fl)	<ul style="list-style-type: none"> • NUAS mervärde • NUAS erbjudande • Veta om att de är uppskattade och värdefulla 	<ul style="list-style-type: none"> • Delta i seminarier och konferenser • Få kompetensutveckling • Bidra med kunskap • Bygga nätverk (på grupp- och individnivå) 	<ul style="list-style-type: none"> • Mejl • Webb • Facebook • LinkedIn • Muntlig information via aktiviteter • Nationella möten
Alla administratörer	<ul style="list-style-type: none"> • Känna till fagliga evenemang • Känna till tvärgrupper/evenemang 		

Nordic events organized by NUAS Sustainability

The Nordic City Challenge

A Nordic Course on Sustainable Urban Development

September 9 –12, 2016: University of Gothenburg, Sweden

Target group:

Nordic students representing multiple fields around sustainable urban development (city planning, urban ecology, sociology, design, geography, etc.), Nordic teachers and lectures, city of Gothenburg.

Contents:

An intensive 3 ECTS course with a pre-assignment, 3-days intensive period in 4 teams in Sweden, and a reflection task. The framework used in the course was social-ecological approach, and the students applied the approach in developing Lindholmen campus area as their case. Teachers represented various fields, and inspirational talks were given by Nordic professionals in the field. A jury, consisting of relevant stakeholders, evaluated the outcomes.

Participants:

33 (20 students, 8 organizers, 5 others): men 35%, women 65% (Students); 47% men, 53% women (others).

Institutions:	
NTNU	Uppsala University
University of Copenhagen	KTH Royal Institute of Technology
University of Iceland	University of Helsinki
Chalmers Univ. Of Technology	Aalto University

Countries:	
Norway	Finland
Sweden	Iceland
Denmark	

Workshop on Greener Laboratories

March 3, 2016: University of Copenhagen, Denmark

Target group:

Lab coordinators, researchers, sustainability professionals, and health and safety coordinators of Nordic universities.

Contents:

The workshop aimed at discussing the key issues in managing labs, and sharing best practices in minimising laboratory energy use and environmental impact in practise.

Participants:

42

The Nordic Case Competition on Sustainable Urban Development

A Nordic course on sustainable urban development

October 26–28, 2015: Swedish-Finnish Cultural Centre Hanaholmen and Aalto University, Finland

Target group:

Nordic students representing multiple fields around sustainable urban development (city planning, urban ecology, sociology, design, geography etc.), Nordic teachers and lectures, Aalto University staff involved in campus development, city of Espoo and local inhabitants.

Contents:

An intensive 3 ECTS course with a pre-assignment, 3-days intensive period in 5 teams in Finland, and a reflection task. The framework used in the course was social-ecological approach, and the students applied the approach in developing Otaniemi waterfront walkway as their case. Teachers represented various fields, and inspirational talks were given by Nordic professionals in the field. A jury, consisting of relevant stakeholders, evaluated the outcomes in an open award ceremony.

Participants:

43 (24 students, 9 organizers, 10 others): men 46%, women 54% (Students); 32% men, 68% women (others).

Institutions:	
University of Oslo	Uppsala University
Technical University of Denmark DTU	KTH Royal Institute of Technology
University of Iceland	University of Helsinki
Chalmers Univ. Of Technology	Aalto University

Stockholm Resilience Centre	
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Countries:	
Norway	Finland
Sweden	Iceland
Denmark	

Rio+20 Project Launch Seminar

Seminar in Iceland

February 27–28, 2014: University of Iceland

Contents:

Workshop on the Rio+20 project 2014-2015 activities, agreements and responsibilities, and sharing practices on sustainability work at Nordic universities

Participants:

10: men 40%, women 60%

Institutions:	
Aalto University	University of Oslo
Lappeenranta University of Technology	University of Copenhagen
KTH Royal Institute of Technology	University of Iceland
University of Gothenburg	

Countries:	
Norway	Finland
Sweden	Iceland
Denmark	

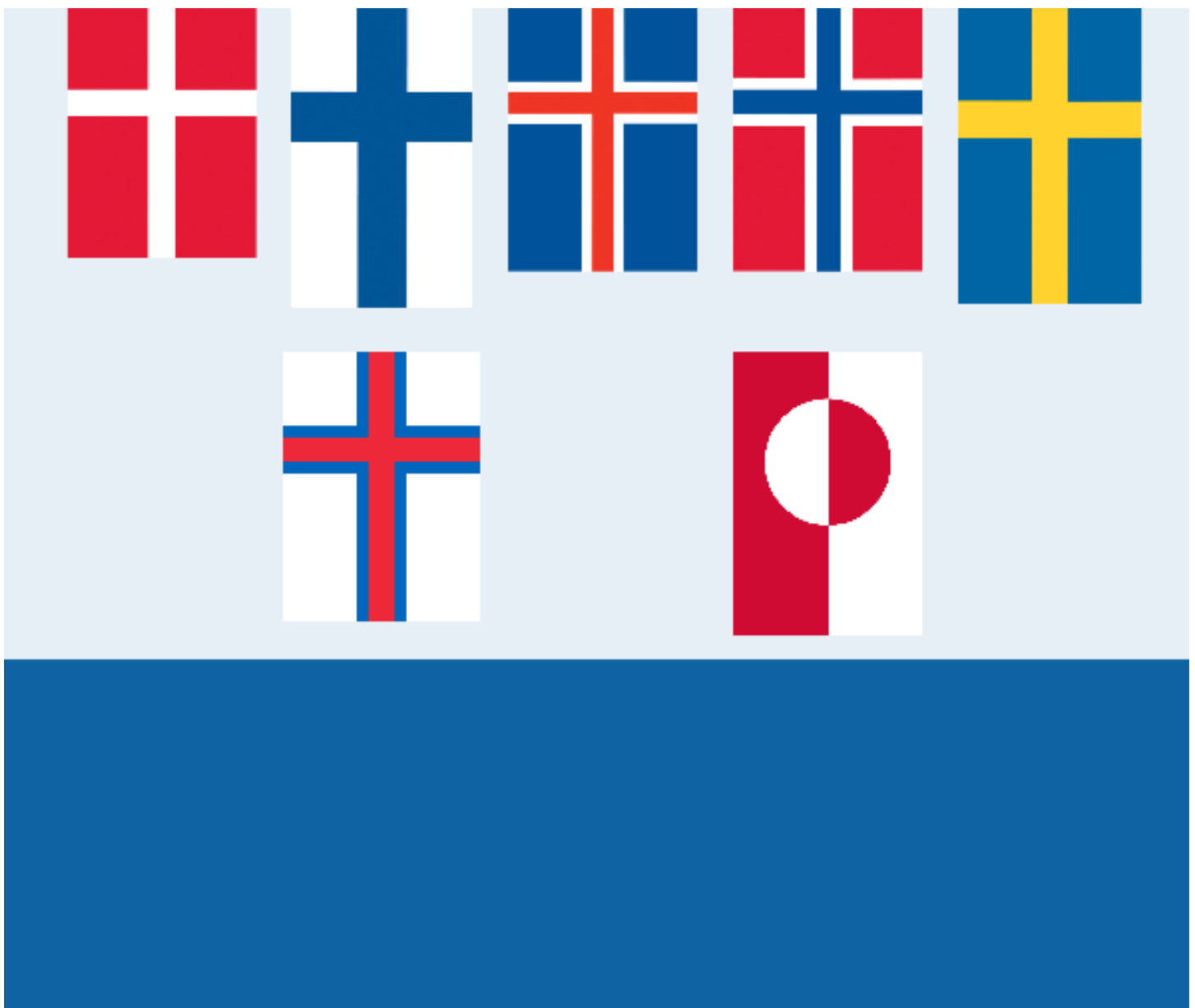
NUAS (“Det Nordiska Universitets Administratörs Samarbetet”) is a member-driven collaborative organisation established in 1976. Initially, the organisation arranged one annual seminar. Today, NUAS’ membership base includes 65 universities and university colleges. NUAS has 14 interest groups that focus on specific administrative disciplines, with 125 active members.

Vision

The Nordic Association of University Administrators shall be its members’ preferred network for exchange of knowledge, competence and creativity with regard to administration and services.

Objective

NUAS’ activities shall maintain a development-oriented and interdisciplinary focus, in which the objective is to cooperate on improvement and professionalization of administrative solutions in the university sector. To accomplish this objective NUAS organizes seminars, workshops and the NUAS Programme for Leaders in Administration, in addition to the less formal exchange of experience and professional development taking place in the NUAS Special Interest Groups.



Plan

2017–2018



NUAS

Nordic Association of
University Administrators



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General Assembly 2017 and 2019

The NUAS General Assembly will be web-based and carried out April 20–26, 2017 and March 18–22, 2019.

Board of Directors and Group Leader Meetings

The following board and group leader meeting are planned for this period:

- May 11–12, 2017: Oslo, Norway
- October 19–20, 2017: Roskilde, Denmark
- May 24–25, 2018: Stockholm, Sweden
- October 2018: dates and location to be announced

Directors' Meeting 2018

A meeting for NUAS institution directors will be held in 2018. Dates, location, and themes will be discussed at the group leader and board meetings in May 2017.

NUAS Congress 2019

Planning for the 2019 Congress will be carried out in 2017 and 2018 with the goal of designing a programme that includes and is interesting to all NUAS groups. UiT The Arctic University of Norway has offered to host the meeting at their beautiful campus in Tromsø in August 2019.

From the first discussion of this idea, at the board and group leader meetings in October 2016, the group leaders have shown a keen interest in organising this event. An arrangement of this size and complexity will require that both leaders and members of the NUAS groups dedicate time and energy to realising this goal and, thus, the general activity level of the groups in 2018 will reflect these efforts.

Programme for Leaders in Administration (PLA) 2017-2018

This programme (formerly called “Chefsprogrammet”) is designed to be a comprehensive and relevant learning experience for university leaders and managers. Feedback from the previous instalment (2015–2016) was very positive and constructive, and we are carrying that feedback forward into the 2017–2018 implementation of the programme. Several participants indicated that they wanted more time for group work and discussions, for example, the programme has been adjusted to reflect those desires.

PLA 2017–2018 has 35 participants. The Nordic countries are represented as follows: Denmark, 6; Finland, 9; Iceland, 3; Norway, 10; and Sweden, 7.

The first seminar was held in Oslo, May 11–12, 2017. The theme for the arrangement was “Administrative Leadership in a Nordic HE Context.”

Upcoming seminars:

- Roskilde University, Denmark, June 20–22, 2017.
Theme: Leadership and Communication in the Nordic HR Sector
- Åbo Akademi University, Finland, February 7–9, 2018
Theme: A Workplace that Works
- University of Iceland, Reykjavik, Iceland May 22–25, 2018
Theme: Responsibility of the Leadership Role in Higher Education

NUAS Staff Exchange Programme

This programme, launched on January 1, 2017, benefits both institutions and individuals in several ways:

- Institutions have the opportunity to allow their workflow and challenges to be seen by a new but experienced set of eyes, build their Nordic network by establishing personal relationships with administrators at other institutions, and give their staff a new perspectives.
- Individuals have the chance to broaden their professional skills, get new insight by observing a different organisational and cultural context, find inspiration to improve their own work process, build a wider professional network, and gain perspective on the sector at a higher level.

Co-operation across areas of expertise is encouraged. When two or more persons from different administrative branches of the same institution plan and travel together in order to study a common field of interest, the staff exchange programme contributes to remove possible barriers for co-operation.

In addition to the NUAS Library group, who proposed and developed the programme, all NUAS groups will work to promote participation in and awareness for this initiative.

Archives and Records Management

Members

- Nils Kjartan Guðmundsson, University of Iceland (group leader)
- Anita Dahlberg, UiT The Arctic University of Norway
- Anna Connell, Mid Sweden University
- Håkan Drufva, Uppsala University
- Juha Hannikainen, University of Helsinki
- Per Johan Rødland, University of Stavanger
- Susanna Kokkinen, Aalto University

Target audience

Primarily university professionals working with archives, document management, and case management. The group also wants to reach other university employees, as document management touches all parts of our work.

Focus areas

The topics for the group are electronic document and case management, disclosure of university archive materials, electronic archives, and the organization of archiving work.

Activity goals for 2017–2018

To conduct a seminar for the primary target group and to plan activities such as workshops or seminars with other NUAS groups.

Communication

Members

- Lars Uhlin, Head of Branding office, Lund University (group leader)
- Bo Kristiansen, Chief Consultant, University of Southern Denmark
- Karen Christensen, Head of Communications, The Norwegian School of Sport Sciences,
- Kristín Ása Einarisdóttir, Event Manager, University of Iceland
- Maria Deckeman, Brand Strategist, Karolinska Institute
- Mathilde Holm, Assistant Director: Communication Division, University of Bergen
- Lykke Thostrup, Communication Officer: Science Faculty, University of Copenhagen
- Nina Olin, Director, External Relations and Communications, Hanken School of Economics
- Sanna Schildt, Communication Officer, Tampere University of Technology

Target audience

The group's primary audience is university professionals working, entirely or in part, with communication. The group also wants to further develop cooperation across the NUAS groups so that we can help others increase their communication skills.

Focus areas

The digitalisation of society will continue and contribute to a changing media landscape with new social media and new mechanisms that control media consumption. Algorithms are important for the selection of news and information delivered to consumers, at the expense of editorial content and traditional journalism. This affects public discourse and debate which, in turn, has repercussions on how universities can disseminate knowledge and research. Concepts such as Fact-Resistance, Filter Bubbles, and Web Hate are now a fact of life as universities must respond to and, in some cases actively fight to maintain, public confidence. These are some of the issues that are likely to be in focus during the next period.

Activity goals for 2017–2018

Organisation of the NUAS Communication Conference in Bergen, in June 2017, will be the group's main activity. The conference is an important and established part of experience exchange, acquisition of new knowledge, and personal network development. The group is working, therefore, to maintain and further develop conference quality. In addition, the group has a goal of organising at least one event collaboratively with another NUAS group during this period.

Meetings will be held with the same frequency as in previous periods (i.e. 3–5 times annually).

Economy

Members

- Lars Thorell, Chief Controller, SLU Swedish University of Agricultural Sciences (group leader)
- Agneta Sjöfors, Byrådirektör, Lund University
- Anita Eriksen, Assistant University Director, Nord University
- Eli Margarete Pedersen, Avdelingsdirektør, UiT The Arctic University of Norway
- Henrik Leonhardt, Økonomi- og it-chef, Roskilde University
- Jenný Bára Jensdóttir, Head of Finance Division, University of Iceland
- Jens V. Kierkegaard, Regnskabschef, University of Southern Denmark
- Kirsti Kyntäjä, Specialist: Finance and Project Administration, University of Vaasa
- Matti Honkala, University of Lapland

Target audience

The economy group helps the member universities improve their budget and planning functions. Our target audience includes budget and planning specialists as well as executives and economists.

Focus areas

The group focuses on development in the administration of financial affairs at Nordic universities.

- How can the finance department support the decisions and strategic work made by the top management in the best way possible?
- Exchange of experiences on new efficient workflows
- External funding
- IT systems for ensuring effective financial administration and execution of strategy
- Models and practices in modern financial management and leadership

Activity goals for 2017–2018

The group is planning a seminar in 2017 on the role of the economy department in developing and monitoring progress toward the university's strategic goals.

The group also looks to establish networks across a small number of NUAS member institutions.

Facilities and Environment

Members

- Ari Nisonen, University of Helsinki (group leader)
- Agnethe Erstad Larsen, University of Bergen
- Camilla Westerborn, SLU Swedish University of Agricultural Sciences
- Conor Leerhøy, Aarhus University
- Henrik Kudal, Copenhagen University
- Ingólfur B. Aðalbjörnsson, University of Iceland
- Jørn-Wiggo Bergquist, NTNU Norwegian University of Science and Technology
- Karolina Ganhammar, Linköping University
- Taina Vimpari, University of Tampere

Target audience

All those working in universities with facilities and/or environmental issues, and also all other university administrators who are interested in these issues. The group is cooperating with a Nordic group NSCD (Nordic Sustainable Campus Development).

Focus areas

The critical topics are currently campus development, learning environment, working environment, and sustainability. Methods of teaching, studying, and working are continuously changing, as is technology. All this affects what is expected of facilities and campuses.

Activity goals for 2017–2018

- Face to face meetings 3–4 times per year to prepare upcoming conferences and other actual issues
 - Possibly smaller, workshop style, workgroup meetings around specific themes (we have discussed trying to create other kinds of possibilities for discussion and networking in addition to conferences)
- 2017 Conference at the Linköping University, Sweden, in September with the theme, Facility Management and Benchmarking
- 2018 Conference (theme and place not yet decided)

Faculty Administration

Members

- Gudleik Grimstad, Faculty Director: Faculty of Social Sciences, University of Oslo (group leader: fall 2016–spring 2017)
- Åsa Gustafson, Senior Administrative Officer: Planning and Evaluation Office, KTH Royal Institute of Technology (group leader: fall 2017–spring 2018)
- Christian Hestbæk, Head of Secretariat: Department of Science and Environment, Roskilde University
- Elisabeth Müller Lysebo, Deputy Director General: Faculty of Mathematics and Natural Sciences, University of Bergen
- Leo Pymäki, University of Helsinki
- Minna Domander, Fakultetsdirektør, University of Turku
- Paula Pragert, Förvaltningschef, Malmö University
- Torben Durck Johansen, Sekretariatschef, University of Southern Denmark
- Óskar Einarsson, Managing Director: School of Humanities, University of Iceland

Target audience

The group's primary demographic is administrative leaders at the faculty level.

Focus areas

The group's main interest area is changes in the sector; changes in academic and administrative organisation, consolidation and structural changes, and changes in Nordic higher education management. Increasing national and international competition demands effective and professional administration.

Activity goals for 2017–2018

In November 2016, the group organised a workshop with the theme of doing more with less. The impetus for the workshop was a reduction in state contributions to higher education and the main focus was economic and organisational measures to address budget cuts. In the coming period, the group wishes to emphasise experience with and evaluation of reorganisation and change processes with a special focus on the HR-perspective. This idea has been proposed to the leader of the Human Resources group and will be followed up in Spring 2017. The group hopes to organise a workshop or seminar together with the HR group in 2018 or to make one or more contributions based on this concept at the NUAS Congress in Oslo in 2019.

Other topics that the group has discussed for this period are:

Which administrative competencies are required to meet future challenges and compete internationally? This could also be a part of a collaborative project with the Human Resources group.

Which communications challenges lead to larger change processes? This could be a possible collaboration with the Communication group as well a potential aspect of the administrative competencies topic.

How to measure success. How do we know that we have reached our goals? Experiences with proper evaluation of goal attainment. Possible collaboration with Economy group.

What is a good working environment for research and teaching? How does the physical work environment contribute to success in our sector? How do you balance the cost per square meter with the sometimes intangible value of research and education? Possible project with the Facilities and Environment group.

“Culture eats strategy for breakfast” (Peter Drucker). What is organisational culture? Are there multiple cultures within the same organisation? What are they and how do cultures affect the ability to cooperate internally and in the implementation of the adopted strategies to reach institutional goals? Is the principle challenge the culture or the strategy? Based on examples and experiences from NUAS member institutions.

Human Resources

Members

- Elina Stadigh, HR Director, Hanken School of Economics (group leader)
- Mika Wulff, Personaldirektör, Åbo Akademi University
- Annica Fröberg, Personalchef, KTH Royal Institute of Technology
- Ingrid Ganrot, Personalchef, Karlstad University
- Henrik H. Søndergaard, Head of Human Resources, Aalborg University
- Ásta Möller, Director of Human Resources, University of Iceland
- Irene Sandlie, Director of Personnel, University of Oslo
- Odd Arne Paulsen, Personal- og organisasjonsdirektør, UiT The Arctic University of Norway

There were large changes in group composition in 2016 with two new members from Sweden and one each from Denmark and Iceland coming into the group. Thus, group activity has been low due to the work involved with taking on and orienting new members. As of the spring of 2017, the group is at good strength and looks forward to organise and take part in meetings and other activities in 2017–2018). Elina Stadigh took over as group leader February 1, 2017. So far, the group has held one meeting (26–27 January at KTH Royal Institute of Technology).

Target audience

The principle audience is leaders and employees from Human Resources and Personnel departments at Nordic institutions of higher education. The group also hopes to make a contribution to other groups' efforts (e.g. seminars and conferences), as well as working to ensure that the HR group's activities and meetings are valuable experiences for its members with regard to experience sharing.

Focus areas

At the group's meeting at KTH in January 2017, we identified the following focus areas:

- Digitalisation
- Recruiting and on-boarding
- Leadership/management development
- Career –and talent development
- Equality, diversity, and integration
- Internationalisation
- Employer-branding
- Work environment and cultural meetings
- Restructuring

The group wants to focus on how HR functions can develop at modern universities and how HR can have a strategic meaning for organisations.

Activity goals for 2017–2018

The HR group's goal is to arrange meetings that are interesting and beneficial for group members with regards to experience sharing, and to organise seminars and conferences for a wider audience.

The group has meetings planned for June (Helsingfors) and September (Tromsø) 2017.

The group will plan a seminar for spring 2018 at Aalborg University, Copenhagen Campus. The seminar theme is *Digitalisation in HR* and the target audience is HR/Personnel leaders workers.

The group aims to contribute to the NUAS Congress in 2019, ideally in collaboration with other groups. One possible collaboration has been proposed by the Faculty Administration group and would address the topic of restructuring and change processes.

Information Technology

Members

- Ilkka Siissalo, University of Helsinki
- Joakim Nejdeby, Linköping University
- Klaus Kristian Kilt, Aalborg University
- Kuno Öhrman, Hanken School of Economics
- Kurt Gammelgaard Nielsen, University of Southern Denmark
- Lars Inge Oftedal, University of Oslo
- Mia Lindegren, Uppsala University
- Tord Tjeldnes, University of Agder

Target audience

The target audience for the ICT group is primarily university professionals working in ICT, but because ICT is included in all work processes, the group aims to collaborate with the other groups in NUAS to reach a broader audience.

Focus areas

The group is working on benchmarking, using BenchIT, between universities in the region. The group considers supplementing this benchmarking with a survey of satisfaction with ICT services.

Other possible topics include cloud computing, ICT use in education where the digital examination is included, and ICT governance at universities.

Activity goals for the period 2017–2018

- Carry out the BenchIT survey
- Give workshops with other groups in NUAS
- Hold a conference for ICT managers in the Nordic countries

Internationalization

Members

- Niels Henrik Larsen, Copenhagen Business School (group leader)
- Karin Axelsson-Grafström, Luleå University of Technology
- Bjørn Erik Andersen, University of Bergen
- Margareta Granholm, Hanken School of Economics
- Friðrika Harðardóttir, University of Iceland
- Nina Moxnes, NTNU Norwegian University of Science and Technology
- Pär Svensson, Lund University
- Birgitta Schiørring Madsen, Aalborg University

Target audience

Primarily administrative staff at all levels who work with internationalization.

Focus areas

The group is looking at topics that reflect the extensive changes in Nordic and European research and education. Joint degrees, double degrees, multiple degrees, strategic networks and alliances, and the international mobility of doctoral candidates, researchers, and students contribute to new, dynamic, workspaces which are becoming the playground for a growing number of NUAS member institutions.

Activity goals for 2017–2018

The group is planning at least one seminar during the period 2017–2018 (topics to be announced). The seminar (or seminars) might be conducted in collaboration with other planning groups.

Legal

Members

- Tove Bæk Jensen, Chief Consultant, Aarhus University (group leader)
- Conny Claesson, Universitetsjurist, Karlstad University
- Alf Grafström, Administrative Lawyer, Luleå University of Technology
- Kaj Grönquist, Jurist, Åbo Akademi University
- Elín Blöndal, Chief Legal Counsel, University of Iceland
- Jannicke Persen, Senior Legal Advisor/Deputy Head of Section for Research Services, UiT The Arctic University of Norway
- Märtha Felton, Senior Advisor: IT Director's Staff, University of Oslo

Target audience

Legal advisers working with legal administrative matters at Nordic universities.

Focus areas

Selected legal topics of current interest. At present the main focus for the Legal group is data protection, data management, information security, research ethics, and responsible conduct of research.

The Legal group also has the objective to address these topics: how to structure legal services in a university, how to make rules and guidelines effective, academic freedom in a legal structure, intellectual properties.

Activity goals for 2017–2018

The group will have two meetings every year and is planning a conference or a seminar for the target audience every second year. The next conference will be September 4–6, 2017, in Oslo.

Library Service

Members

- Pia Södergård, Chief Librarian, Åbo Akademi bibliotek, Finland
- Ellen Vibeke Knudsen, områdedirektør, Aarhus University Library
- Susanna Parikka, Library Director, Lapland University Consortium Library
- Gunnhildur Björnsdóttir, Head of Library: School of Education Library, University of Iceland
- Bente R. Andreassen, Director of Department: University Library, University of Oslo
- Johanne Raade, Director: Library Administration, UiT The Arctic University of Norway
- Lars Burman, Chief Librarian, Uppsala University Library
- Margareta Hemmed, Library Director, Gothenburg University Library

Target audience

All those working in university library and information services.

Focus areas

The changes occurring in the library sector due to austere budgets, the library's future role in the university context, and opportunities for libraries to offer relevant services are general areas of interest. Learning environments, competency development, electronic media, and open access are of particular interest to the group.

Activity goals for 2017–2018

The group's first priority is to familiarize NUAS members with the new NUAS Staff Exchange Programme and to support successful staff exchanges between member institutions. The group will also monitor developments in the Nordic university libraries, particularly with regard to varying economic conditions, and seek appropriate partners for relevant activities.

Research and Innovation

Members

- Andrew Telles, Innovation Advisor, University of Gothenburg (group leader)
- Anja Sinding Morgen, Leader: Research Support Office, University of Southern Denmark
- Halldór Jónsson, Director of The Division of Science and Research, University of Iceland
- Inge-Sofie Sørensen, Head of Research and Innovation, University of Copenhagen
- Jaana Backman, Research Service Manager, University of Eastern Finland (LEAR)
- Laura Himanen, Specialist: Research Development Services, Tampere University of Technology
- Nina Bandmann, Coordinator: Development Office, Karolinska Institute
- Pål Vegar Storeheier, Director: Department of Research and Development, UiT The Arctic University of Norway

Target audience

The group's primary focus is on research administrators and advisors where there is an interaction between research support and innovation support.

Focus areas

The group is interested in how to improve and measure the quality of support within research funding and innovation, and will look to promote the exchange of experiences and best (or better) practices to promote development of this type of support as a valuable strategic tool.

Activity goals for 2017–2018

The group seeks to follow up on the workshop from Reykjavik and explore benchmarking and the use of metrics to develop the quality and to measure the impact of research funding support activities. This may be done through smaller workshops or meetings that bring together people and organisations that are already exploring these areas through national and international initiatives. A study trip will also be explored to identify good examples throughout Europe that can support continued development of the Scandinavian approach.

Student Administration and Career Counselling and Guidance

Members

- Helena Strandell, planeringschef, Hanken School of Economics (group leader)
- Stefan Kaasalainen, Study and Career Counsellor, Karlstad University
- Anne Christine Teglborg, Specialkonsulent, Aarhus University
- Pernille Kindtler, Sektionschef, University of Copenhagen
- Per Edenhavn, studie- och karriärvägledare, SLU the Swedish University of Agricultural Sciences
- Gurli-Maria Gardberg, Head of Education Services, Åbo Akademi University
- Heidi Adolfsen, Studiedirektør, UiT The Arctic University of Norway
- Asta Gunnlaug Briem, Career and Guidance Counsellor, University of Iceland
- Christen Soleim, Deputy Director General: Division of Student Affairs, University of Bergen

Target audience

Staff working with student administration, with a particular focus on studies (academic?) and career counsellors. Additionally, the group also has an interest in spreading knowledge about higher education policy in the Nordic region to strengthen our Nordic identity and learn from each other's innovations.

Focus areas

The group works with questions related to Nordic university students. Its focus is recruitment, admissions, student counselling and career counselling and the transition to the job market. The learning environment, student information, and student mobility within Scandinavia are also topics of interest

The group keeps pace with current education policy and policy debates in the Nordic countries and strives to be a resource for member institutions' staff working with student administration and to disseminate knowledge via seminars.

Activity goals for 2017–2018

In 2017, the group will focus on planning its next NUAS Student Guidance Seminar, which will be held in May 2018 at Åbo Akademi University in Finland and will coincide with Åbo Akademi's centennial celebration. The topic of the seminar is continuous improvement, i.e. maintaining a focus on the flow of information and evaluations with the goal of improving the learning environment, student administration, and student guidance counselling to promote throughput, well-being, and employability.

At the group meeting in Reykjavik in May 2017, the group will also become acquainted with the education of student counsellors in Iceland (in Iceland, this is a professionalised role with specific educational requirements).

In 2018, the group will participate in the planning of the NUAS Congress scheduled for 2019. The group also intends to arrange webinars for study counsellors.

Sustainability

Members

- Meri Löyttyniemi, Senior Advisor for Sustainability, Aalto University (group leader)
- Saana Raatikainen, Environmental Coordinator, University of Tampere
- Tomas R. Poulsen, Team Leader: Green campus, University of Copenhagen
- Thomas Skou Grindsted, Researcher, Roskilde University
- Ullika Lundgren, Sustainability Controller, University of Gothenburg
- Lina Häckner, Environmental Coordinator, KTH Royal Institute of Technology
- Sigurlaug I. Lövdahl, Office Manager, University of Iceland
- Jorulf B. Silde, Project manager, University of Oslo
- Lars H. Aarø, Environmental coordinator, University of Bergen
 - Coordinator and project manager: Meeri Karvinen, Aalto University

Target audience

Staff members at Nordic universities who are interested in sustainability issues, education, and research. Sustainability/environmental directors, managers, and coordinators.

Focus areas

Research and education for sustainable development (ESD) and greening the campus. The group aims to enhance the integration of sustainability into Nordic higher education institutions and promote sustainable practices in all campus operations. The also seeks to achieve a wider societal impact and positive global visibility via outreach activities and active communications.

NSCN webpages: nordicsustainablecampusnetwork.wordpress.com

NUAS Sustainability: www.nuas.org/sustainability

Activity goals for 2017–2018

Projects

- Nordic SuLiTest* project until March 2017, launching international Sustainability Literacy Test* in the Nordic countries, financed by Nordic Council of Ministers
- Exploring possibilities for continued external financing on national, Nordic, European or international level. Project ideas like: contributing to NCM Agenda 2030 Program in 2017? Supporting and implementing Sustainable Development Goals? Continuing with SuLiTest*? Nordic Green Gown Awards? Rapid Response Team in conjunction with Global Education Alliance?

Events

- Organizing the Nordic City Challenge in October-November 2017 and 2018
 - 29.10.-1.11.2017 in Hanaholmen, Espoo, Finland
 - 2018 in Denmark
- Continuing the international collaboration by participating and presenting in relevant events
 - Unica Green Workshop in April 2017 in Tallinn, Estonia: presentation on our projects and activities
 - ISCN conferences, Intl Sustainable Campus Network:
 - 26-28 June 2017 in UBC, Vancouver
 - June 2018 will be hosted by KTH in Stockholm; a NUAS sustainability member university
- Developing the collaboration with other NUAS groups
 - providing sustainability contents to NUAS Communications conference in Bergen 18.-20.6.2017
 - attending NUAS chairs & executive board meetings
 - contributing to NUAS direktörmöte May 2018 and NUAS Congress in August 2019

Communications

- Regular videoconferences every 1–3 months and face-to-face meeting once a year
- Regular blogposts to webpages with current news, best practices and interesting case examples from the Nordic universities
- Contributing to Green Gown Awards competition by EAUC
- Celebrating NSCN 5th anniversary; possibly launching NUAS Sustainability's own FB pages

* **SuLiTest** stands for Sustainability Literacy test, a tool that is easy to use, adaptable and deployed worldwide. The Sulitest is a tool helping organizations and individuals to contribute to the SDGs (United Nation's Sustainable Development Goals). NUAS Sustainability has initiated the test to cover all Nordic countries. University of Oulu launched it in Finland and is in charge of the Finnish set of questions.

The Sulitest provides higher education institutions, companies and other organization around the world with an internationally recognized and locally relevant tool to measure and improve sustainability literacy for all. The test is comprised of 50 multiple choice questions, divided to global and local sections.

Sustainability Literacy is the knowledge, skills and mindsets that help compel an individual to become deeply committed to building a sustainable future and allow him or her to make informed and effective decisions to this end.

More about Sulitest: sulitest.org

Verification of certificates and qualifications

Members

- Hilde Skeie, NTNU: Norwegian University of Science and Technology (group leader)
- Annette Larsen , Aarhus University
- Anne Mette Hou, Copenhagen Business School
- Antti Hilden, University Of Tampere
- Johanna Lepola, Hanken School of Economics
- Kaja Schiøtz, University of Oslo
- Stefan Haglund, Linne University
- Ína Dögg Eypórsdóttir ,University of Iceland

Target audience

University professionals working with admissions based on international education and transfer of credits.

Focus areas

Admissions: evaluation of international credentials for admission to Bachelor, Master and PhD programmes. Transfer of credits: recognition of international credits for transfer into national degree programmes. This involves international and national students, immigrants and refugees with and without documents.

Activity goals for 2017–2018

As it is difficult to find viable areas to work on that justify maintaining an independent group. The group suggests that this topic should be taken over by either Internationalization or Student Administration, Career Counselling and Guidance and the group retired. This decision is on the agenda for the NUAS Board of Directors Meeting (May 12, 2017) in Oslo.



NUAS



NUAS Budsjett 2017 -2020

Driftsbudsjett

NUAS - Budsjett 2017-2020							
Administrasjon tiltak 990000							
BUDSIETT				2017	2018	2019	2020
	Antall	DKK/ NOK	Beløp				
Medlemsavgifter							
DKK	11	1,2	- 4 000 kr	- 52 800 kr	- 52 800 kr	- 52 800 kr	- 52 800 kr
DKK		1,2	- 7 800 kr	- kr	- kr	- kr	- kr
DKK	51	1,2	- 16 000 kr	- 979 200 kr	- 979 200 kr	- 979 200 kr	- 979 200 kr
Totale medlemsinntekter	62			- 1 032 000 kr	- 1 032 000 kr	- 1 032 000 kr	- 1 032 000 kr
Lønn og indirekte kostnader 50% stilling				650 000 kr	650 000 kr	650 000 kr	650 000 kr
Drifts kostnader / Kontorutgifter				25 000 kr	25 000 kr	75 000 kr	25 000 kr
Reiser -sekretær og styreleder				50 000 kr	50 000 kr	50 000 kr	50 000 kr
Reisebidrag Island				80 000 kr	80 000 kr	80 000 kr	80 000 kr
Drifts kostnader WEB				60 000 kr	60 000 kr	60 000 kr	60 000 kr
Markedsføring				50 000 kr	50 000 kr	50 000 kr	50 000 kr
Totale kostnader sekretariatet				915 000 kr	915 000 kr	965 000 kr	915 000 kr
Resultat sekretariatet				- 117 000 kr	- 117 000 kr	- 67 000 kr	- 117 000 kr
Seminarinntekter							
Seminarinntekter	500	1,2	- 200 kr	- 120 000 kr	- 120 000 kr	- 120 000 kr	- 120 000 kr
Seminarinntekter				- 120 000 kr	- 120 000 kr	- 120 000 kr	- 120 000 kr
Resultat				- 237 000 kr	- 237 000 kr	- 187 000 kr	- 237 000 kr
Kostnader NUAS utvikling som tas av kapitalen							
Tilskudd til plangruppene				100 000 kr	100 000 kr	100 000 kr	100 000 kr
Planlegging av fellesseminar 2019					150 000 kr		
Planlegging av direktørmøte 2018					100 000 kr		
Totale kostnader				100 000 kr	350 000 kr	100 000 kr	100 000 kr

Generelt

Det er ikke gjort vesentlige endringer i budsjettet. Medlemsinntektene er noe redusert (et par færre medlemmer). Det er også tatt høyde for noe kostnader knyttet til planlegging av et direktørmøte i 2018 og et fellesseminar i 2019.

Det er laget et budsjett frem til år 2020 selv om det kan være at NUAS skifter vertsuniversitet i perioden.

NUAS PLA (Programme for Leaders in Administration) 2017-18

Budsjett

	Antall	Beløp	Totalt
Inntekter			
Programavgift	35	35 000	1 225 000
Kostnader for hele programmet			
Frikjøp	75	4 200	315 000
Reise og samling for arbeidsgruppen 3 stk.	3	17 500	52 500
Reiser for faglig koordinator og praktisk koordinator	5	9 000	45 000
Kostnader programutvikling og organsiering NUAS		30 700	412 500
Innleie av foredragsholdere	5	50 000	250 000
Bevertning pr. samling	5	95 000	475 000
Sosialt program pr. samling	5	25 000	125 000
Leie av lokaler	5	15 000	75 000
Programkostnader		185 000	925 000
Totalekostnader			1 337 500
Resultat			-112 500

Budsjettet for NUAS PLA 2017-18 er ikke justert. Det er satt av økte midler for frikjøp til faglig koordinator, mens midlene for reise og samlinger er redusert. Tildelingen til den enkelte institusjon er også justert opp (fra 160 000 til 185 000 NOK) for å gi rom til å øke kvaliteten på programmene.

Deltakeravgiften var opprinnelig satt til kr 40.000,-, men på styremøtet i mai 2016 valgte styret å sette medlemsavgiften til kr 35.000,- slik det var på forrige program. Derfor viser PLA 2017-2018 nå et lite underskudd. Dette ble vurdert som tilfredsstillende, basert på NUAS' samlede positiv økonomisk situasjon.



NUAS

**Nordic Association of
University Administrators**

Oslo, April 20 2017

NUAS propose to nominate the following persons as auditors and substitute auditor for 2017–2018:

Auditor1: Tore Broholt, regnskapssjef, Norges musikkhøyskole

Auditor 2: Kristian Sollesnes, avdelingsleder, Norge idrettshøyskole

Substitute auditor: Kristian Dahl Rolfsen, økonomisjef, Norges idrettshøyskole

Tove Kristin Karlsen

Chair