



# **NUAS**

**Nordic Association of  
University Administrators**

**General Assembly**

**25–31 May 2021**

## General Assembly 2021 — results:

25 of 66 member institutions (37,8%) participated electronically May 25–31 2021

<b>Name:</b>	<b>Institution:</b>	<b>1. Approval of NUAS Biennial Report 2019-2020 and Activity Plans for 2021-2022</b>	<b>2. Approval of Summary of Accounts and Auditor's statement</b>	<b>3. Approval of NUAS Budget 2021-2024</b>	<b>4. Approval of Revision of NUAS Statues</b>	<b>5. Approval of nomination of auditors for 2021-2022</b>
<b>Peter Liljenstolpe</b>	Royal College of Music in Stockholm	Approve	Approve	Approve	Approve	Approve
<b>Kjell Bernstrøm</b>	UiB	Approve	Approve	Approve	Approve	Approve
<b>Johan Hansen</b>	University of the Faroe Islands	Approve	Approve	Approve	Approve	Approve
<b>Kent Waltersson</b>	Linköpings universitet	Approve	Approve	Approve	Approve	Approve
<b>Susanne Wallmark</b>	Malmö universitet	Approve	Approve	Approve	Approve	Approve
<b>Guðmundur R Jónsson</b>	University of Iceland	Approve	Approve	Approve	Approve	Approve
<b>Susanne Kristensson</b>	Lund University	Approve	Approve	Approve	Approve	Approve
<b>Elisabet Nordwall</b>	Konstfack	Approve	Approve	Approve	Approve	Approve
<b>Søren Lind Christiansen</b>	Aalborg University	Approve	Approve	Approve	Approve	Approve
<b>Louise Pålsson</b>	Örebro universitet	Approve	Approve	Approve	Approve	Approve
<b>Karen Christensen</b>	Norges idrettshøgskole	Approve	Approve	Approve	Approve	Approve
<b>Rikke Rønne Helmer Hansen</b>	SDU	Approve	Approve	Approve	Approve	Approve
<b>Jørgen Fosslund</b>	UiT The arctic university of Norway	Approve	Approve	Approve	Approve	Approve
<b>Heidi Backman</b>	Åbo Akademi University	Approve	Approve	Approve	Approve	Approve
<b>Hans Wiklund</b>	Umeå University	Approve	Approve	Approve	Approve	Approve
<b>Seunn Smith-Tønnessen</b>	Universitetet i Agder	Approve	Approve	Approve	Approve	Approve
<b>Arne Benjaminsen</b>	UiO	Approve	Approve	Approve	Approve	Approve
<b>Ida Munkeby</b>	NTNU	Approve	Approve	Approve	Approve	Approve
<b>Helena Strandell</b>	Hanken School of Economics	Approve	Approve	Approve	Approve	Approve
<b>Holmar Svansson</b>	University of Akureyri	Approve	Approve	Approve	Approve	Approve
<b>Gunnar E. Christensen</b>	NHH	Approve	Approve	Approve	Approve	Approve
<b>Caroline Sjöberg</b>	Uppsala University	Approve	Approve	Approve	Approve	Approve
<b>Samu Leskinen</b>	University of Vasa	Approve	Approve	Approve	Approve	Approve

<b>Hans E Andersson</b>	Södertörns University, Sweden	Approve	Approve	Approve	Approve	Approve
<b>Anne-Christine Larsson Ljung</b>	Karlstad university	Approve	Approve	Approve	Approve	Approve
<b>Result:</b>		<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>

# NUAS General Assembly 2021

Held electronically 25–31 May 2021

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## **Agenda for the 2021 General Assembly**

1. Approval of NUAS Biennial Report 2019–2020 and Activity Plans for 2021–2022
2. Approval of Summary of Accounts and Auditor's statement
3. Approval of NUAS Budget 2021–2024
4. Approval of Revision of NUAS statutes (point c under "The Board of Directors")
5. Nomination of auditors for 2021–2022



## **Agenda point 1: Biennial Report 2019–2020 and Activity Plans for 2021–2022**

### **NUAS Board of Directors per 1 April 2021**

#### **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
- Johan Ísak Suni Hansen, Managing Director, University of the Faroe Islands
- Kent Waltersson, University Director, Linköping University
- Kjell Bernstrøm, University Director, University of Bergen
- Essi Kiuri, förvaltningsdirektör, University of Oulo
- Samu Leskinen, University Director University of Vaasa
- Wilbert van der Meer, Director of Dean's Office, Copenhagen Business School
- Søren Lind Christiansen, University Director, Aalborg University
- Henriette Nolsøe Rosing, University Director, University of Greenland (Observer)

#### *Finnish board members:*

Markus Aarto left the board early in 2020. Ulla Achrén left the board 31 December 2020. On 1 January 2021, they were replaced by Essi Kiuri, Administrative Director, University of Oulo and Samu Leskinen, University Director University of Vaasa.

#### *Danish board member*

In 2020 Danske Universiteter nominated Søren Lind Christiansen, the University Director of Aalborg University as Denmark's second Board member.

#### **General Secretary**

Bente Hennie Strandh, Senior Adviser, University of Oslo

## New leadership from 1 August 2021

The University of Iceland will take over NUAS leadership from 1 August 2021. Guðmundur Ragnar Jónsson, Director of Central Administration, will be Chair of the Board and a General Secretary from The University of Iceland will be appointed.

The University of Oslo has held the positions of NUAS Chair and General Secretary since 2014. It has been a pleasure to work with NUAS. The collaboration with our Nordic colleges has been both interesting and instructive. NUAS has given us a useful network and has been a relevant arena for sharing knowledge and discussing common challenges.



*Group leaders and Board members on The Faroe Islands in May 2019 – when The University of The Faroe Island hosted the Board- and the Group leaders' meetings.*

## NUAS in Numbers

As of May 2021, there are 66 member institutions representing seven countries:

- Denmark 8
- Finland 12
- Iceland 3
- Norway 15
- Sweden 26
- Faroe Islands 1
- Greenland 1





NUAS has 14 Special Interest Groups:

- Archives and Records Management
- Communication
- Economy
- Facilities and Environment
- Faculty Administration
- Human Resources
- Information Technology
- International Admission and Recognition of Qualifications
- Internationalization
- Legal
- Library Service
- Research and Innovation
- Student Administration and Counselling
- Sustainability

During the reporting period, over 130 individuals from NUAS Member Institutions worked in the interest groups.



## Summary of activity 2019–2020

The conference *NUAS Forum 2019 The digital workplace / Skills for a Changing World* was NUAS's major event in 2019.

Planning for the event took two years, and all groups put their other plans on hold from August 2018 until, more or less, the end of 2019.

One exception was the Communication group who arranged their biannual conference with great success in January 2019: [NUASKOM- UNIVERSITY OF ICELAND 24–26 JANUARY 2019. \(hi.is\)](#)

From March 2020 onward, the Covid-19 Pandemic put all physical seminars, meetings, etc. on hold. The Board of Directors meeting and the Group leaders meetings in May 2020 were cancelled, as the focus of member institutions was how to handle the situation and prepare for remote (digital) leadership, teaching, and administration.

The board also suspended the planning of the Directors' meeting, which should have taken place in Copenhagen in October 2020.

Zoom and Teams became the normal way of interacting for the special interest groups as well. The groups gradually started to arrange online seminars in addition to internal meetings (see reports from the individual groups).

The Board decided in October that all of the seminars should be free of charge and open to all—initially until May 2021.

The fee for member organizations was reduced 50% for 2021, as the level of activity this year was expected to be lower due to pandemic-related circumstances.

The secretariat arranged a Zoom course for group leaders in order to increase NUAS digital competency. All groups were represented either by the group leader or by a group member.

### Activities 2019:

The conference *NUAS Forum 2019 The digital workplace / Skills for a Changing World* was NUAS's major event in 2019.

The conference took place at UiT The Arctic University of Norway 14–16 August 2019, had 552 participants, and offered 41 different sessions—including 3 keynote speakers whose presentations were streamed online.

The conference had 4 different tracks:

- A: Digitalization and making change
- B: Education in a Digital perspective
- C: Open Science
- D: Sustainability

The conference was a collaboration between the 14 NUAS interest groups.



The conference got very good evaluation and was a success thanks to a huge effort from all group leaders and group members.

Conference program, presentations, and videos: <https://www.nuasforum2019.org/>

An executive group was established with one member from each county and was led by NUAS General Secretary. The group's role was to co-ordinate the work, maintain structure, and communication during the preparation along with securing financial matters in co-operation with NUAS General Secretary and board.

The executive group reported regularly to NUAS Board.

Planning started in September 2017.

## Evaluation

Participants were asked to respond to the question, "Overall, how satisfied were you with the NUAS Forum 2019" on a scale from 1–5 where 1 was very dissatisfied and 5 was very satisfied.

Result: 27,5 %	5
55,1 %	4
15,7%	3
1,6%	2
0,4 %	1

The full evaluation report is included in the appendix

## Program for Leaders in Administration 2019–2020

The purpose of the program is to contribute to 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.

Four out of the five planned seminars were arranged. The last seminar is postponed because of Covid-19. Overall, the program has received good evaluations.

Hosts institutions:

- University of Oslo, April 24–26 2019
- Roskilde University, September 4–6 2019
- Linköping University, October 28–30 2019
- Helsinki University, February 26–28 2020
- University of Iceland—postponed until June 2022

**Participants per country:**

Country: number of participants	Women	Men
Denmark: 3	1	2
Sweden: 6	5	1
Iceland: 2	2	
The Faroe Islands: 1		1



Finland: 12	7	5
Norway: 12	10	2
Total: 36	25	11



## Reports and plans from NUAS Interest Groups

### Archives and Records Management

#### Members

##### Group leader:

Per Johan Rødland, University of Stavanger

##### Group members:

Charlotte Borgerud, Gothenburg University

Eva Vestergaard Kristensen, Århus University

Susanna Kokkinen, Alto University

Sigrun Synnøve Solbakken Tengesdal, NHH Norwegian School of Economics

Nils Kjartan Guðmundsson Narby, University of Iceland

Juha S Hannikainen, University of Helsinki

Per Johan Rødland, University of Stavanger

#### Target audience

University administrators, archivists, case handlers, document managers; people working with digitalization and information management.

#### Focus areas

University administration, university document management, digitalization, information management, IT, and law.

#### Activity goals for 2021–2022

- We are planning a virtual seminar on 22 April 2021, "Documentation challenges during time of crisis".
- Working with program planning towards postponed seminar in Helsinki (originally scheduled for 2020)

#### Seminars and events 2019–2020

No seminars or events held 2020 except ordinary group meetings.



## Communication

### Members

#### Group leader:

Kristín Ása Einarsdóttir, University of Iceland

#### Group members:

Anders Hylander, Aarhus University.

Christina Dahlgren, Linnaeus University.

Jørgen Thune Johnsen, University of Bergen.

Karin Hannukainen, University of Helsinki.

Lykke Thostrup, University of Copenhagen.

Maria Crona, Malmö University.

Sanna Kähkönen, Tampere University.

Steinar Hafto Myhre, University of Oslo.

### Target audience

The group's main target group is Nordic university employees who work professionally, wholly or partly, with communication.

### Focus areas

- Offer a platform for expanding individual professional networks.
- Offer competence development for communication officers.
- Making it easier to share experiences with other communication officers in the Nordic countries.

Possible topics in focus in the coming years:

- Communication in times of pandemic.
- Supporting researchers in handling disinformation, harassment, and counter-fake news.
- Increase awareness of the international competition.
- How to make digital transformation possible.

### Activity goals for 2021–2022

In 2021 we have already had three Webinars.

- 14 January 2021 - [How your brain wants to work](#) with Minna Huotilainen, Professor of Educational Sciences at the University of Helsinki, Finland. We had 211 participants signed up.
- 4 February 2021 - [Sharing knowledge and joy – how to get the most out of LinkedIn](#) with Ellen Albertsdóttir a research communicator at Malmö University, Sweden. We had 249 participants signed up.
- 9 March 2021 - [Indexing your scientists' social media activity](#) with Mike Young, who does science communication and social media courses for researchers through his own Mike Young Academy. (will be held next week when this is written).



Due to the pandemic, we plan to have more Webinar/online events in autumn 2021. Starting in September with a 'big name' (still in planning mode).

We will evaluate how the pandemic develops and hold online events next winter **until we move** into the organization of our conference. We hope to be able to hold our postponed conference on 1–3 June 2022 in Turku, Finland - see: <https://nuaskom2021.fi/>

## **Seminars and events 2019–2020**

We had to postpone our NUAS communication conference to be held in June 2019 because of the pandemic. Instead, we started with a series of Webinars. We planned one from each NUAS communication group member's country - Norway, Iceland, Finland, Sweden, and Denmark. Two were held in 2020 and three in 2021.

The target group was Nordic university employees who work professionally, wholly or partly, with communication.

2020:

- [Student-Teacher Communication in the Time of Corona](#) with Professor Malcolm Langford, the head of CELL, a Centre for Excellence in and student leader Nicole Versland both from the University of Oslo. How did the student-teacher communication function when teachers and students left the physical classrooms and moved into digital ones in March 2020? Innovation and frustration. We had 86 participants signed up.
- [Fighting COVID-19 with Communications](#) with Jón Örn Guðbjartsson, the Head of Marketing and Communication at the University of Iceland. University of Iceland communications in the times of COVID-19. Providing information and support, first response, reaching staff and students – collaboration with students, social responsibility, providing scientifically accurate information, assisting authorities and civil protection and emergency management. We had 120 participants signed up.

More information about the [NUAS Communication group webinar series](#) is available on our SharePoint server.



## **Economy**

### **Members**

#### Group leader:

Dan Guttke, Karlstad University Sweden

#### Group members:

Guðlaug Erna Karlsdóttir, University of Iceland

Henna Sucksdorff, University of Turku

Line Haugen, Oslo Metropolitan University

Magnus Bergenholtz, University of Borås

Marika Häggman, University of Helsinki

Rasmus Lyngholm Darling, University of Copenhagen

### **Target audience**

Mainly those who work with planning processes and economy, in particular personnel categories with an operational responsibility for these functions and processes.

### **Focus areas**

- How do we plan for long-term change? Long-term forecasts, scenarios for development, etc.
- What are we measuring, and why? How much do we measure and are we able to tell when achieving our goals?
- Strategic work and planning processes at the university level in relation to the faculty and department level.
- How does our processes contribute to efficiency and how to make the most out of available resources?
- Benchmarking in these areas at different levels of our organizations.

### **Activity goals for 2021–2022**

- Arrange at least one online seminar each semester (our first seminar was arranged in January 2021 with about 70 participants)
- Arrange a conference in 2022
- Online meeting for group members each month

Target group as above.

### **Seminars and events 2019–2020**

No events during this period except from our two seminars arranged during the [NUAS Forum](#) in Tromsø in August 2019.





## **Facilities and Environment**

### **Members**

#### Group leader:

Ari Nisonen, University of Helsinki, Finland

#### Group members:

Agnethe Erstad Larsen, Universitetet i Bergen

Jørn-Wiggo Bergquist, Norges teknisk-naturvitenskapelige universitet NTNU Norge

Erland Loso, UiT Norges arktiske universitet Tromsø

Camilla Westerborn, Sveriges lantbruksuniversitetet SLU

Karolina Ganhammar, Linköpings universitet

Ingólfur B. Aðalbjörnsson, Háskóli Íslands

Nicolai Kaas, Roskilde Universitet

Lars mitens, Aarhus Universitet

### **Target audience**

University administration, especially real estate property and facility premises personnel and technical staff and all who's duty or interest is to develop and maintain universities infrastructure (campuses, buildings, technical infrastructure etc.) or to arrange maintenance, cleaning and other supporting services or handle otherwise environmental issues. And also all other university administrators who are interested in these issues.

### **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. Digitalization is changing our ways of doing things and we have to be up to date also in this process.

### **Activity goals for 2021–2022**

The main activity for the planning group as well as the target audience is the annual Conference.

Because of the Covid-19 Pandemic situation, F&E 2020 Conference was postponed and it seems that F&E 2021 Conference will be postponed again. The main target at the moment is F&E 2022 Conference in Finland at the University of Eastern Finland, Joensuu Campus (confirmed with the university).

The planning group has decided to organize a webinar for the target audience in August or September 2021.

The group is also working on developing other kinds of activities for the target audience. This new TEAMS and ZOOM era has opened a lot of possibilities to create other kinds of networking – not only Conferences.

Planning group normally have two or three face-to-face meetings per year to prepare for coming conferences and other actual issues, and possibly some smaller workgroup meetings around specific



themes (workshop style video meetings). During the most active periods of conference preparation and planning, the group has regular video meetings every two weeks and lot of email messaging, etc.

### **Seminars and events 2019–2020**

F&E Group was participating 2019 Tromsø NUAS-Forum. F&E group's main themes in presentations were on learning and working environment.

F&E Groups 2020 Conference was postponed to 2021 and it will be postponed to 2022.

F&E Group have had only video meetings since 2019 NUAS Forum.



## **Faculty Administration**

### **Members**

#### Group leader:

Minna Domander, University of Turku

#### Group members:

Óskar Einarsson, University of Iceland

Gudleik Grimstad, University of Oslo

Gunilla Klinteskog, University of Karlstad

Elisabeth Müller Lysebo, University of Bergen (vice group leader)

Paula Pragert, University of Malmö

Leo Pymäki, University of Helsinki

Torben Rytter Kristensen, University of Copenhagen

### **Target audience**

Faculty level administrative directors and leaders with general administrative or service responsibilities for their organization, e.g. directors of faculty, administrative managers, heads of administration, services managers and equivalent, middle management in the university. All other university administrators are welcome too, if interested in our groups' events.

### **Focus areas**

The focus of our latest seminars and for the group is change in organization and structural changes within universities or the university sector. Also, some focus is put on economic cuts that have occurred in some countries. We are also interested in how to achieve our goals as effectively and professionally as possible as well as in management systems and implementing of decisions. Discussions, experience transfer and benchmarking of best practices are the heart of our methods.

### **Activity goals for 2021–2022**

#### General actions:

- Face-to-face meetings for the group 2-3 per year, if Covid19 allows. Preparing coming activities, news from NUAS and group member universities, discussions and current issues.
- Before arranged workshops, more on-line meetings and preparations by email.
- During Covid19 pandemic several shorter on-line meetings per year

#### Events:

- Web-workshop - How to create ONE team on-line? March 25, 2021
- Workshop: Managing strategy—the art of translating policies into daily practices planned for May 2021 was postponed due to the Covid19 situation and is tentatively scheduled for 19–20 May 2022 in Reykjavik, Iceland.

### **Seminars and events 2019–2020**



Faculty Group arranged five sessions at [NUAS Forum 2019: The Digital Workplace — Skills for a Changing World](#), Tromsø:

- [Transition of the degree-issuing process from paper-based to digitalized](#), speaker Sofia Knutz
- [Bergen digitalization day - sharing digitalization practices](#), speaker Kristine Breivik
- [Digital Difficulties – you want change but not for yourself](#), speaker Jaakko Kurhila
- [Transforming the university administration – from control to service](#), speakers Niclas Lindgren and Turo Virtanen
- [Electronic exam room](#), speakers Sari Kuitunen and Outi Valkama



## **Human Resources**

### **Members**

#### Group leader:

Guðrún Margrét Eysteinsdóttir, University of Iceland

#### Group members:

Annica Fröberg, Kungliga Tekniska Högskolan

Henrik H. Søndegaard, Aalborg University

Irene Sandlie, University of Oslo

Mads Niemann-Christensen, University of Southern Denmark

Mervi Alatalo, University of Lapland

Mika Wulff, Åbo Akademi Univeristy

Odd Arne Paulsen, UiT: The Artic University of Norway

### **Target audience**

HR staff and leaders in the universities.

### **Focus areas**

Strategic role in a university, recruitment processes, leadership, competence development, internationalization, relocation services, salary systems, organizational development, and digitalization.

### **Activity goals for 2021–2022**

The HR group plans to have 3-5 webinars in the period of September 2021 to April 2022. The target group is HR staff and leaders in the Universities but each webinar will have its own target group, narrow or wide, depending on the topic each time. The group plans to cover topics related to the learning and changes in the future that are inevitable from the situation in the world this last year. Special focus will be put on the role of HR leaders, the progress in digitalization in the working environment and the effect of having people working both in the offices and from home has on the working environment.

The HR group will both have regular meetings through the year and special meetings for planning of the webinars.

### **Seminars and events 2019–2020**

In 2019, the group focused on the preparation for sessions at the [NUAS Forum](#). The group had planned to prepare workshops and seminars for 2020 but, due to changes in both leadership and membership within the group and circumstances in the world in 2020, the group was not able to follow these plans.



## **Information Technology**

### **Members**

#### Group leader:

Johan Johansson, Lund University

#### Group members:

Christa Winqvist, Aalto University,

Galina Ianchina, Roskilde University

Guðmundur H. Kjærnested, University of Iceland

Håkon Alstad, Norwegian University of Science and Technology

Jani Leino, University of Turku

Joakim Nejdeby, Linköping University

Klaus Kvorning Hansen, University of Copenhagen

Tord Tjeldnes, University of Agder

### **Target audience**

The NUAS IT Group wants to act as a coordinating group to bring together all the IT Directors and other senior IT leaders of all Nordic universities and universities of applied science, to disseminate information and best practices, and to help in forming cooperation agreements, common purchasing agreements and common projects. There is no other Nordic level organization or cooperation body for higher education IT, so there is a very clear need for this role. Almost all the Nordic countries have a national level higher education IT Directors' Forum or association and the NUAS IT Group wants to act as a force bringing these national level forums together.

### **Focus areas**

The organization of common Nordic level seminars and workshops such as the "Nordic CIO Forum"  
Partnership negotiations with Microsoft and other major IT providers  
Common, Nordic level purchasing agreements  
Coordination of IT hot topics such as digitalization, IT security, enterprise architecture work, etc.

### **Activity goals for 2021–2022**

The group has a new group leader and will meet before the summer of 2021 to set the plans for 2021-2022.

### **Seminars and events 2019–2020**

Nordic CIO-meeting in Zoom on the 1st of October 2020. The event was well attended and the feedback was very good.

Participated in the preparations of the NUAS meeting in Tromsø in August 2019

- Discussions with Microsoft regarding license agreements
- Discussions about how BenchEIT (Benchmarking Higher Education IT) can benefit to the institutions



## **International Admission and Recognition of Qualifications**

### **Members**

#### Group leader:

Ína Dögg Eypórsdóttir, University of Iceland

#### Group members:

Catarina Ståhle-Nieminen, Tampere University

Sophie Ussing, Aalborg University, Denmark

Jani Ahtiainen, University of Helsinki

Hana Lettlova, Copenhagen Business School

Therese Gjessing, University of Oslo

Oddrun Walstad Maaø, NTNU

Joakim Hall, Lund University

### **Target audience**

Admission Officers, Credential Evaluators and others working within the group's focus area.

### **Focus areas**

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

### **Activity goals for 2021–2022**

- The group has sent out a questionnaire to the target audience in February 2021 to gain insight into their needs and wants.
- Based on the answers the group will hold webinars for the target audience in the Fall of 2021 and Spring 2022.
- The group has started a mailing list for admission officers in the NUAS universities where they share information and ask for advice. The mailing list is active and has more than 60 members.

### **Seminars and events 2019–2020**

Monthly meetings in 2020 and got to know each other, as most members were new. Gathered our target group's email list to be able to send them a questionnaire.



## **Internationalization**

### **Members**

#### Group leader:

Niels Henrik Larsen, Director of International Programs, Copenhagen Business School (Irinja Paakkanen, Head of International Affairs, University of Turku – leader from April 2021)

#### Group members:

Anne-Riitta Vanhala, University of Jyväskylä

Aníta Hannesdóttir, University of Iceland

Birgitta Schiørring Madsen, Aalborg University

Bjørn Erik Andersen, University of Bergen

Irinja Paakkanen, University of Turku

Maria Wikse, Stockholm University

Nina Moxnes, Norwegian University of Science and Technology

Pär Svensson, Lund 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 2021–2022**

Due to covid19, we are planning online activities only and will probably hold two webinars during 2021.

### **Seminars and events 2019–2020**

Due to Covid-19, the group has only been able to meet online.

The group members are extremely busy at their universities trying to handle the consequences of the corona virus, which has affected internationalization at the Nordic universities dramatically. It is, therefore, difficult for them to allocate time for meetings at the moment and seminars.





## **Legal**

### **Members**

#### Group leader:

Kristin Flagstad, University of Oslo

#### Group members:

Jannicke Persen, University of Tromsø

Jesper Smedegaard Madsen, Copenhagen Business School

Tove Bæk Jensen, Aarhus University

Martina Snåre, Åbo Academi University

Erla Gudrun Ingimundardottir, University of Iceland

Perttu Pohjola, University of Helsinki

Anna Jarmar, Swedish University of Agricultural Sciences

### **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 2021–2022**

- The Legal Group are planning a webinar on 20 or 21 May 2021 “Conflicts of interests in research projects”
- The Legal Group has regular meetings on Zoom with topics of interests for the group. The Group will plan for physical meetings, one or two times each semester, once the travelling and meeting restrictions are ended.

### **Seminars and events 2019–2020**

No information submitted



## Library

### Members

#### Group leader:

Mikael Sjögren, Umeå University

#### Group members:

Pia Södergård, Åbo Akademi University (Group leader until December 2020)

Anne Lehto, Tritonia Academic Library, Vasa (2020-)

Susanna Parikka, University of Lapland

Mikael Sjögren, Umeå University (Group leader from December 2020)

Eva Nordgren, Dalarna University (-2021)

Sara Kjellberg, Malmö University (2021-)

Jesper Christian Mørch, University of Agder (2020-)

Trude Færevaaag, University of Bergen (2021-)

Hanne Graver Møvig, University of Oslo (-2020)

Johanne Raade, UiT: The Arctic University of Norway (-2020)

Thomas Karsteed, University of Southern Denmark

Elle Vibeke Knudsen, University of Aalborg

Gunnhildur Björnsdóttir, University of Iceland

### Target audience

Professionals working in libraries, information services, and corresponding units in universities.

### Focus areas

The general area of interest is the role of libraries in the university context, with particular attention to development-oriented work to provide relevant services for students and researchers. The group seeks to promote cooperation between libraries and between libraries and other areas of administration especially by giving visibility to relevant resources and networks in the Nordic countries. The focus areas of the period are:

- Open Science
- Learning environments
- Competency development

### Activity goals for 2021–2022

- Digital workshops or webinars: The Future of Scholarly Publishing: Alternative publishing models.
- Research Data: How is data curated in the Nordic countries?
- How Do Libraries Contribute to the Quality of Research and Education?

### Seminars and events 2019–2020

- [NUAS FORUM 2019](#), Tromsø, Norway, August 2019. Track C: Open Science (in cooperation with Research and Innovation and Legal).



- [The Societal Impact of Open Science](#)
- [Open Data and Engagement in Knowledge Production](#)
- [Organizing National Research Data Management Services](#)
- [Disrupting the Subscription Journals Business Model for the Necessary Large-Scale Transformation to Open Access/Open Access Publishing Cost Models](#)
- [Walking the Line Finding the Sweet Spot](#)
- [Beyond Open Innovation](#)
- Joint meeting Finnish Network for University Library Directors (FUN) and NUAS Library Group. Rovaniemi, Finland, September 2019.
  - Theme: “The impact of the library”. Introduction and Learning café with several subtopics.
- Can new networks broaden participation within Citizen Science? Digital workshop 2020-10-07 14.00-16.00.



## Research and Innovation

### Members

#### Group leader:

Pål Vegar Storeheier, UiT The Arctic University of Norway

#### Group members:

Sigríður Beck, University of Gothenburg

Gyða Einarsdóttir, University of Iceland

Elina Humala, University of Jyväskylä

Markku Ihonen, Tampere University

Susan Johnsen, University of Bergen

Inge-Sofie Sørensen, University of Copenhagen

Johan Åkerman, Ørebro University

### Target audience

Administrators employed at all levels of the Nordic universities and with administrative tasks related to research and innovation.

### Focus areas

Hot administrative topics within research and innovation.

### Activity goals for 2021–2022

- Webinar series has started in the spring of 2021. The aim is to hold 2–3 webinars each semester.
- Monthly meetings in the group to inform each other about ongoing activities and to plan the webinar series.

### Seminars and events 2019–2020

- [Pioneer of open science—Is Finland meeting the expectations?](#) 3 May 2021
- Experiences of collaborating on European universities, June
- Funding opportunities in European Innovation Council, September
- Mobilization towards Marie Skłodowska-Curie Actions, October



## **Student Administration and Counselling**

### **Members**

#### Group leader:

Stefan Kaasalainen, Karlstad University

#### Group members:

Christina Therese Brøkker-Knudsen, University of Southern Denmark

Gurli-Maria Gardberg, Åbo Akademi University

Stine Halle Faugstadmo, NTNU

Kristin Nordseth, Oslo Metropolitan University

Kristjana Mjöll Sigurðardóttir, University of Iceland

Linda Gerkman, Hanken School of Economics

Per Edenhamn, Swedish University of Agricultural Sciences

Stine Floutrup, Roskilde University

### **Target audience**

Staff working with student administration — with a particular focus on study and career counsellors. Additionally, the group 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. We strive to be a resource for the member institutions' staff working with student administration and counselling and to spread knowledge via seminars and webinars.

### **Activity goals for 2021–2022**

The group will continue the work with knowledge sharing activities:

- We will hold onto offering 1-2 webinars/semester. A seminar/conference in Uppsala is under preparation for spring 2023.

In addition, the group will make an evaluation of the webinars and take up the planning of a field trip for knowledge, ideas and input to our knowledge sharing activities.

### **Seminars and events 2019–2020**

Seminars:

- Co-planning [NUAS Forum 2019](#) and contributing with 4 workshops (including 3 persons from the group presenting in the workshops)



Webinars:

- Learnings and findings from the work with and productions of podcasts – by The Career Counsellors; March 27, 2020
- Webinar on Thesis Groups; June 9, 2020
- Student Administration and Counselling Webinar: Online Open House—expectations and experiences; November 13, 2020



## **Sustainability**

### **Members**

#### Group leader:

Ms. Kristina von Oelreich, KTH Royal Inst. of Technology

#### Group members:

Mr. Rodrigo Lozano, University of Gävle

Mr. Tomas R Poulsen, University of Copenhagen

Ms. Caroline Aggestam Pontoppidan, Copenhagen Business School

Ms. Sólrún Sigurðardóttir, University of Iceland

Ms. Meri Löyttyniemi, Aalto University

Ms. Sanchi Maheshwari, Hanken School of Economics

Ms. Katinka Elisabeth Grønli, University of Oslo

### **Target audience**

Nordic universities' staff members interested in sustainability issues, education and research.

Sustainability /environmental / CSR directors, managers and coordinators.

### **Focus areas**

The group aims at enhancing the integration of sustainability into Nordic higher education institutions and promotes sustainable practices in all campus operations. This includes advising the goals in UN 2030 Agenda in research and education for sustainable development and campus management. Wider societal impact by outreach activities and positive global visibility by active communications.

### **Activity goals for 2021–2022**

Attending NUAS events + chairs' & executive board meetings

#### **Projects**

- Sharing experience with carbon accounting and climate footprint among Nordic higher education institutions.
- Establish a climate/environment framework among Nordic higher education institutions.
- Reducing carbon emissions from travelling – Challenges and possibilities after Corona.
- Collaboration with networks on national and international level for sustainability (SDSN-NE, ISCN and CEASAR).
- Developing the collaboration with other NUAS groups.
- Attending ISCN conference in June 2021 in Lausanne, Switzerland.

#### **Communications**

- Regular video meetings every 1-3 months and face-to-face meeting ~once a year.
- Regular updates to the mailing list (nscn@list.aalto.fi, about 150 receivers).



- Regular blogposts to webpages with current news, best practices and interesting case examples from the Nordic universities.

### **Seminars and events 2019–2020**

- NUAS Sustainability group seminar, held 30.1.-1.2.2019 at NTNU, Trondheim
- NUAS Forum 2019 conference, 14-16 August 2019, Univ. i Tromsø





## Agenda point 2: Summary of Accounts and Auditor's statement NUAS Regnskap pr 31.12.2020

NUAS Drift 2020			
NUAS Drift	Regnskap 2020	Budsjett 2020	Avvik
Overført fra 2019	- 4 064 130	- 4 064 130	-
<b>Inntekter medlemsavgift</b>			
Inntekter medlemsavgift	- 1 359 000	- 1 377 120	18 120
Overskudd seminar og forum	- 157 700	- 120 000	- 37 700
<b>Totalt:</b>	<b>- 1 516 700</b>	<b>- 1 497 120</b>	<b>- 19 580</b>
<b>Sekretariatet</b>			
Personalkostnader	610 089	840 000	- 229 911
Driftskostnader	76 924	100 000	- 23 076
Nettside utvikling og drift	36 000	60 000	- 24 000
<b>Totalt Sekretariatet:</b>	<b>723 013</b>	<b>1 000 000</b>	<b>- 276 987</b>
<b>Støttetiltak</b>			
Reisestøtte Island		80 000	- 80 000
Støtte til gruppene	-	100 000	- 100 000
<b>Totalt Støtte</b>	<b>-</b>	<b>180 000</b>	<b>- 180 000</b>
<b>Balanse årsslutt:</b>	<b>- 793 687</b>	<b>- 317 120</b>	<b>- 476 567</b>

(Alle tall i den følgende rapporten er i norske kroner med mindre noe annet er spesifikt nevnt.)

### *Inngående balanse:*

Det ble overført et overskudd på -4 064 130 fra 2019. Noen interne feilføringer mellom drift og PLA gav feil fordeling i årsrapporten for 2019, da -4 005 472 ble oppgitt.

### *Inntekter*

Inntekter fra medlemskontingenter er fakturert, 65 medlemsinstitusjoner – 13 i kategori 1 og 52 i kategori 3.



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

Overskudd fra PLA 2019-20 og NUAS forum Tromsø 2019 har blitt overført til drift i 2020, noe som øker driftsoverskuddet med -157 700.

### *Lønnskostnader*

Lønnskostnadene for 2020 kom på 610 089 og består av to elementer, direkte lønn og kontorkostnader. Kontorkostnadene er indirekte kostnader knyttet til administrativ støtte og kontorplass ved UiO. Disse er delt mellom generalsekretær 0,4 årsverk og økonomistøtte 0,1 årsverk samt nettdrift, totalt 0,5 årsverk. Lønnskostnader endte 229 911 lavere enn budsjettet, da det var gitt rom til høyere kostnader på nettdriften.

### *Driftskostnader*

Driftskostnadene for 2020 gikk 74 151 under budsjett.

### *Resultat*

NUAS' resultat per 31.12.2020 var på -4 857 817.



## NUAS PLA (Programme for Leaders in Administration) 2019–2020

PLA 2019–2020	Regnskap pr	
	31.12.2020	Budsjett 2019-20
<b>Inntekter</b>		
Programavgift kr 30.000 x 35 deltakere	-1 050 000	-1 080 000
Kostnader for hele programmet		
Frikjøp	118 087	183 000
Reise arbeidsgruppen og koordinatore	104 569	97 500
<b>Kostnader programutvikling og organisering NUAS</b>	<b>222 656</b>	<b>280 500</b>
PLA samling - Oslo april 2019	160 638	185 000
PLA samling - Roskilde sept 2019	224 491	185 000
PLA samling - Linköping nov 2019	202 285	185 000
PLA samling - Helsinki universitet	222 220	185 000
PLA samling - Universitetet på Island	0	185 000
<b>Programkostnader</b>	<b>809 634</b>	<b>925 000</b>
<b>Totale kostnader</b>	<b>1 032 290</b>	<b>1 205 500</b>
<b>Resultat</b>	<b>-17 710</b>	<b>125 500</b>

Budsjettet gjelder for hele perioden 2019-2020.

### *Inntekter*

PLA 2019-20 er budsjettet med et lite underskudd, og opprinnelig for 36 deltakere. Deltakeravgiften ble redusert fra 35 000 til 30 000, som forklarer det budsjetterte underskuddet.

### *Kostnader*

Samlingene ble noe dyrere enn budsjettet. På grunn av god økonomi i NUAS drift ble det gitt klarsignal til arrangørene om rom for å overskride budsjettet. Samling på Island er utsatt.

### *Resultat*

PLA 2019-2020 gikk i utgangspunktet med et lite overskudd på grunn av avlysning av siste samling. Det ble avholdt et webinar for å erstatte PLA Island, som fikk en kostnad på 42 511 (inkludert noen kostnader fra 1. halvår, disse kostnader blir i regnskapet trukket fra «Overskudd seminar og forum» i regnskapet.



## Audit report NUAS for 2019 and 2020

I have audited the accounts for "The Nordic University Administrators' Co-operation" (NUAS), for the financial years 2019 - 2020, with assistance from Internal Audit at the University of Oslo (UiO). The accounts for 2020 show a profit of NOK 793,687, while the accounts for 2019 show a profit of NOK 176,423. The financial result each year is allocated to a safety buffer in the balance sheet. After disposition, the balance as of 31 December 2020 is NOK 4,857,817 (buffer). The balance is corrected for discrepancies between the opening and closing balance in the financial report.

The accounts for these years have been reviewed, and by correcting the above-mentioned discrepancies between the opening and closing balance sheets, I believe the accounts give a correct picture of the network's activities during the period.

Agreed control actions have revealed three discrepancies, see the attached Report regarding agreed control actions and the internal audit's conclusions.

No dispositions have been found that are in conflict with NUAS 'articles of association and financial model.

The NUAS accounts are also part of the accounts of the University of Oslo, which are audited by the Norwegian Office of the Auditor General. The Office of the Auditor General has not uncovered matters worthy of criticism in the audit of the University.

I propose that the general meeting approve the accounts and balance sheet for NUAS for the financial years 2019 and 2020.

Kristian Sollesnes

Norwegian School of Sport Sciences

Attachment



## Independent Report of Factual Findings on income and costs declared for NUAS 2019–2020

Our internal audit engagement was carried out in accordance with the terms of the agreement with NUAS on 22 April 2021. The Report includes the agreed-upon audit procedures carried out and the factual findings examined for the accounts of the years 2019 and 2020, which state a profit of NOK 304.977 for PLA, a loss of NOK 128.554 for administration/operations in 2019, and a profit of NOK 17.710 for PLA, a profit of NOK 793.687 for administration/operations in 2020.

Agreed upon audit procedures:

Nr.	Audit procedure	Factual findings	Conclusion
1.	Reconcile register of members to income from member fees.	Members' register is reconciled to registered fees. In 2019, to universities didn't confirm the membership due to a fusion process the new entity is enrolled in 2020.	Ok
2.	Check that the salary is registered in accordance with employment agreement and the approved budget.	Salary is in line with the agreements / approved budgets and charged correctly.	Ok
3.	Check that the overhead cost is approved and in line with the TDI model or agreement.	TDI model indicates overhead of 41%.  Overhead costs are 41% of the total salary paid (the hourly contracts in SAP and purchased resources).  The total wage costs for 2019 and 2020 are in line with the approved budget.	Ok
4.	Check 10 vouchers within the category operating costs.  Check 3 suppliers in relation to procurement regulations.	Costs are documented and charged correctly.  For one of the suppliers, the web design provider, the single assignment agreement should be replaced with a periodic purchasing agreement. The same supplier has been used over several years, and the values of deliveries exceed the threshold value of NOK 100,000 (over several years).	Ok, with remark
5.	Check 10 vouchers within travel and catering and make sure that the costs are in line	Costs for 8 vouchers are documented and in line with state's personnel regulations.	Ok with remark

	with the state's personnel regulations for travel, catering, diet rates, that all documentation for expenses (hotel, flight, cheapest travel way etc. is attached)	2 transaction (PLA program) are based on representation rates in Norway. It seems less likely to us whether this interpretation is correct. In that case, prior approvals should have been the basis.	
6.	<p>Settlement of profits from 1 seminar or conference:</p> <p>1 seminar - Tromsø 2019</p> <p>- That the list of participants is reconciled with income in the accounts</p> <p>- That 10 vouchers are documented and in line with personnel regulations for travel, catering.</p>	<p>There is an invoice from UiO to UiT for transfer of profits and fees. The profit of NOK 256.910 is accounted for in 2020, but applies to 2019, which is an accrual error.</p> <p>Budget and accounts for the conference have been presented. These documents show catering costs per. participant, which is included in the participation fee. Catering costs per. participant are within the Norwegian state's rates for catering, but for some costs representation rates have been applied, please refer to comment under audit procedure 5.</p>	Ok with remark
7.	Check that financial support for Iceland 2019 is documented	Documented with invoice/payment	Ok



In addition to the findings above, we note:

Closing balance and opening balance do not match:

Opening balance 1.1.2019	- 3 958 003,00				
Operating profit administration	128 554,00				
Operating profit PLA	- 304 977,00				
Closing balance 31.12.2019	- 4 134 426,00				
Opening balance 1.1.2020	- 4 064 130,00				
<b>Deviation</b>	<b>- 70 296,00</b>				
The deviation is not reconciled.					
Opening balance 1.1.2020	- 4 064 130,00				
Operating profit administration	- 793 687,00				
Operating profit PLA	- 17 710,00				
Closing balance 31.12.2020	- 4 875 527,00				
Closing balance 31.12.2020 Tableau	- 4 857 817,00				
<b>Deviation</b>	<b>17 710,00</b>				
The deviation of NOK 17.710 is according to the accounting department due to the fact that Operating profit for PLA is included in the operating profit for administration, NOK 793.687, in 2020.					

Since the Procedures carried out constitute neither an audit nor a review made in accordance with International Standards on Auditing or International Standards on Review Engagements, the Auditor does not give a statement of assurance on the Financial Statements.

Had the Auditor carried out additional procedures or an audit of the Financial Statements in accordance with International Standards on Auditing or International Standards on Review Engagements, other matters might have come to its attention and would have been included in the Report.

Oslo, the 20<sup>th</sup> of May 2021

Internal audit UiO

Jørgen Bock

Chief Audit Executive



## **Attachment: Internal audit charter**

### **Internal Audit Charter University of Oslo**

#### **1. Introduction**

The Audit Charter for The Internal Audit at The University of Oslo (UiO) defines the roles and responsibilities for internal audit and is approved by the Board of Directors at UiO.

#### **2. Role and responsibility**

The Internal audit's mission is to enhance and protect organizational value at UiO by providing risk-based and objective assurance, advice, and insight.

The Internal Audit is an independent and objective assurance and consulting activity, guided by a philosophy to improve the operations of UiO. It assists UiO in accomplishing its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of the organization's governance, risk management and internal control.

The internal audit shall comply with rules, government requirements and the international standards for internal audit, set by The Institute of Internal Auditors (IIA).

The Internal Audit audit-universe comprises, in addition to UiO, companies where UiO has significant ownership interest, or operations that receive grants.

The Internal Audit is also responsible for following up that employee and student alerts are processed.

The Internal Audit shall be informed of possible fraud, and through its audit, assess such risks and management's measures to prevent fraud from occurring.

#### **3. Organization**

The Internal Audit reports functionally to the Board and is free from interference by any element in the organization. The Internal Audit coordinates administrative matters with the University Director.

#### **4. Planning, performing and reporting**

At least annually, the Chief Audit Executive will submit to senior management and the Board of directors an internal audit plan for review and approval. Consulting activities can be agreed upon with the University Director in addition to the plan.

During audit activities, the University Director will be continuously informed of material matters. Audit reports will be sent to the University Director including responses and corrective actions agreed upon with the auditees. Reports may also be sent directly to the Board if Internal Audit finds this necessary. The Internal Audit is responsible for appropriate follow-up procedures on engagement findings and recommendations.

The Internal Audit will once a year summarize its observations on governance, risk management and control in a report to the Board. The Internal Audit issues semi-annually a status report to the Board.

#### **5. Rights and obligations**

The Internal Audit must continuously keep up with major matters with regard to changes to strategy, organization, governance and risks. Ongoing communication with management and internal audit is presupposed.





The Chief Audit Executive is authorized full, free and unrestricted access to any and all of UiO's records, physical properties, and personnel pertinent to carrying out the engagements, including access to relevant meetings. Other internal audit staff members have also unrestricted access to information within their areas of responsibility.

The internal audit will exhibit the highest level of professional confidentiality and signs a separate statement with regard to this.

This charter shall be revised every five years by the Board.

Approved by the Board of directors at UiO, Oslo 7<sup>th</sup> of May 2019.

## Agenda point 3: Budsjett 2021-2024

NUAS - Budsjett 2021-2024							
Administrasjon							
BUDSJETT				2021	2022	2023	2024
				Halvert inntekt			
Medlemsavgifter	Antall	DKK/ NOK	Beløp				
Omregnet til NOK	13	1,47	5 880 kr	- 38 220 kr	- 76 440 kr	- 76 440 kr	- 76 440 kr
Omregnet til NOK	52	1,47	23 520 kr	- 611 520 kr	- 1 304 640 kr	- 1 304 640 kr	- 1 304 640 kr
Seminarinntekter			200 kr		- 60 000 kr	- 120 000 kr	- 120 000 kr
<b>Totale inntekter</b>				<b>- 649 740 kr</b>	<b>- 1 441 080 kr</b>	<b>- 1 501 080 kr</b>	<b>- 1 501 080 kr</b>
Lønn inkl overhead kostnader				840 000 kr	840 000 kr	840 000 kr	840 000 kr
<b>Totale lønnskostnader</b>				<b>840 000 kr</b>	<b>840 000 kr</b>	<b>840 000 kr</b>	<b>840 000 kr</b>
Driftskostnader / Kontorutgifter				25 000 kr	25 000 kr	25 000 kr	25 000 kr
Reiser -sekretær og styreleder				- kr	60 000 kr	60 000 kr	60 000 kr
Reisebidrag Island				- kr	100 000 kr	100 000 kr	100 000 kr
Driftskostnader WEB				60 000 kr	60 000 kr	60 000 kr	60 000 kr
<b>Totale driftskostnader</b>				<b>85 000 kr</b>	<b>245 000 kr</b>	<b>245 000 kr</b>	<b>245 000 kr</b>
<b>Totale kostnader</b>				<b>925 000 kr</b>	<b>1 085 000 kr</b>	<b>1 085 000 kr</b>	<b>1 085 000 kr</b>
Direktørmøte				- kr	150 000 kr	- kr	150 000 kr
Tilskudd til plangruppene				330 000 kr	330 000 kr	330 000 kr	330 000 kr
<b>Totale kostnader</b>				<b>1 255 000 kr</b>	<b>1 565 000 kr</b>	<b>1 415 000 kr</b>	<b>1 565 000 kr</b>
<b>Resultat</b>				<b>605 260 kr</b>	<b>123 920 kr</b>	<b>- 86 080 kr</b>	<b>63 920 kr</b>

### *Kommentarer:*

Da UiO overtok NUAS i 2014 fikk vi overført NOK 3 163 786 fra Sverige. Det ble overført -4 064 130 fra 2019 til 2020. Som en konsekvens av redusert aktivitet i forbindelse med COVID-19-utbruddet, kombinert med overskudd fra forum i Tromsø gikk vi i 2020 ut med 793 687 i overskudd. I tillegg er det forventet redusert aktivitet i 2021.

### *Reduksjon av inntekter og økt tilskudd til plangruppene:*

For 2021 er medlemsavgifter redusert med 50%; kategori 1 redusert fra 4 000 ned til 2 000 DKK og kategori 3 fra 16 000 ned til 8 000 DKK per institusjon. I tillegg er forventede seminarinntekter redusert fra 120 000 til 60 000 NOK per år. Dette skaper et underskudd i 2021 på 605 260 NOK. Videre er det budsjettert en økning i tilskudd til plangruppene fra 200 000 til 330 000, som vil gi et lite akkumulert underskudd i årene som kommer.



## Agenda point 4: Revision of NUAS statutes

*(Changes are marked in red)*

### **The Board of Directors**

**a.** NUAS is headed by a Board of Directors composed of two representatives from each of the Nordic countries except Iceland, who has one representative. The directors (or their appointed proxies) of member institutions from each country are responsible for naming the individuals who will represent their country on the Board of Directors. Representatives from Faroe Islands and Greenland (one per country) have observer status.

**b.** The members of the Board of Directors are elected for a period of four years. The directors (or their appointed proxies) of member institutions from each country are responsible for ensuring necessary rotation in the Board of Directors.

**c.** The Board of Directors appoints its chair and vice-chair from within its ranks and decides the location and organization of NUAS' **secretariat for the next two years.**

**The chair and vice-chair serve a period of two years in their respective roles. At the end of their two-year period, the chair will step down and return to the board as a regular member. The vice-chair will then become the chair for the next two-year period and the entire board will appoint a new vice-chair.**

**This principle of succession ensures continuity in the board's work, as well as providing a mechanism for the chair, vice-chair, and secretariat to transfer smoothly through NUAS member institutions on a biennial basis.**

**d.** Within the financial framework laid down by the General Assembly, the Board of Directors decides NUAS' budget and implements the biennial Operating Plan and Budget as decided by the General Assembly.

**e.** The Leader Group elects up to four members from within their group to sit on the Board of Directors. These representatives are also elected for a period of four years. However, Board of Directors members elected by the directors (or their appointed proxies) of member institutions from each country shall always form the majority.

**f.** The goal of the Board of Directors is to arrange directors' seminars (meetings for all directors of member institutions) to facilitate the exchange of experience and information on current trends in higher education.



**g.** The Board of Directors is responsible for evaluation of NUAS activities and statutes, and for updating the statutes as the need arises.

### ***The Leaders' Group***

**a.** The Leaders' Group of NUAS is composed of all Special Interest Group leaders.

**b.** Each Special Interest Group appoints a group leader who must be approved by the Board of Directors. Each Special Interest Group shall have a leader.

**c.** Group leaders are appointed for a period of four years with an opportunity for a four-year extension.

### ***The General Secretary***

**a.** NUAS is a Nordic collaboration project whose secretariat is located at and managed in accordance with the legal and financial framework of the host institution. The Chairman of the Board and the General Secretary jointly sign documents on behalf of NUAS.

**b.** The General Secretary implements the Board of Directors' decisions.

- Membership applications are sent to the General Secretary.
- The General Secretary forwards applications to the Board of Directors' representatives from the applying institution's country for approval.
- The application is approved if the applying institution meets membership criteria.
- Membership status is confirmed with a mail from the NUAS Secretariat.

### **The Board of Directors' responsibilities include:**

- Producing the following documents for the General Assembly meeting:
  - Report on the previous period's Organizational Plan
  - Financial statements, approved by an auditor, for the previous two-year period
  - Organizational plan for the coming two-year period



- Nomination of candidates for the two auditor positions
- Ongoing operations within the framework set at the General Assembly.
- Running NUAS efficiently and in accordance with applicable laws, rules, and regulations.
- Monitoring to ensure that activities planned by the Special Interest Groups are carried out.
- Following up the secretariat.
- Making decisions on contributions to Special Interest Groups according to NUAS guidelines.
- **Holding at least one physical meeting per year in addition to any tele- or video meetings that may be held.**
- Ensuring the proper organization of NUAS and making decisions on creation and dissolving Special Interest Groups
- Contacting perspective group members' institutions and confirming their participation with the Administrative Executive (does not apply to Denmark).



## **Agenda point 5: Nomination of auditors for 2021–2022**

**NUAS proposes the nomination of the following persons as auditors and substitute auditor for 2021–2022:**

- Auditor1: Harpa Halldórsdóttir, ökonomichef, University of Akureyri
- Auditor 2: Theodóra Ragnarsdóttir, Operation Manager Islands Lantbruksuniversitet
- Substitute auditor: Hólmar Erlu Svanson, direktör på UNAK (University of Akureyri)

Tove Kristin Karlsen  
Chair



## Appendix

## Rapport from evaluation survey — NUAS Forum 2019

Total number of responses: 254

### 1. Where did you get information about NUAS Forum?\*

Response	Total	Percent
From my supervisor	67	26,4 %
From NUAS website	24	9,4 %
From NUAS group member or NUAS group leader	92	36,2 %
From colleague(s)	86	33,9 %
Other	13	5,1 %

### 2. Please list the three most important reasons why you chose to attend the conference? \*

Response	Total	Percent
It is a conference specifically for university administrators	189	74,4 %
Interesting key note speakers	136	53,5 %
Interesting presentations	116	45,7 %
Develop my network	133	52,4 %
The social program	11	4,3 %
The location	69	27,2 %
Other	32	12,6 %





### 3. Overall, how satisfied were you with the NUAS Forum 2019? \*

Rate your opinion on a scale from 1 to 5 , where 1 is very dissatisfied and 5 is very satisfied.

Response	Total	Percent
1	1	0,4 %
2	4	1,6 %
3	40	15,7 %
4	140	55,1 %
5	69	27,2 %

### 4. Did you feel that you received adequate information before and during the NUAS Forum 2019? \*

Response	Total	Percent
Yes I did	238	93,7 %
No	16	6,3 %

### 5. How satisfied were you with the food on Campus? \*

Rate your opinion on a scale from 1 to 5, where 1 is very dissatisfied and 5 is very satisfied.

Response	Total	Percent
1	1	0,4 %
2	13	5,1 %
3	56	22 %



Response	Total	Percent
4	107	<b>42,1 %</b>
5	77	<b>30,3 %</b>

## 6. How satisfied were you with the conference dinner? \*

Rate your opinion on a scale from 1 to 5, where 1 is very dissatisfied and 5 is very satisfied.

Response	Total	Percent
1	13	<b>5,1 %</b>
2	28	<b>11 %</b>
3	80	<b>31,5 %</b>
4	84	<b>33,1 %</b>
5	35	<b>13,8 %</b>
Did not attend	14	<b>5,5 %</b>

## 7. Overall, how satisfied were you with the social program?

Rate your opinion on a scale from 1 to 5, where 1 is very dissatisfied and 5 is very satisfied.

### Responses divided by total

	1	2	3	4	5	Did not attend
Welcome reception Wednesday evening *	0	6	33	96	80	39
Morning jogs *	0	0	0	4	5	245



Guided tours *	1	9	11	38	34	161
The social bingo *	2	6	24	37	50	135
Thursday evening *	2	1	28	101	101	21

### Responses divided by total

	1	2	3	4	5	Did not attend
Welcome reception on Wednesday evening *	0 %	2,4 %	13 %	37,8 %	31,5 %	15,4 %
Morning jogs *	0 %	0 %	0 %	1,6 %	2 %	96,5 %
Guided tours *	0,4 %	3,5 %	4,3 %	15 %	13,4 %	63,4 %
The social bingo *	0,8 %	2,4 %	9,4 %	14,6 %	19,7 %	53,1 %
Thursday evening *	0,8 %	0,4 %	11 %	39,8 %	39,8 %	8,3 %