



NUAS

**Nordic Association of
University Administrators**

Activity Plans 2019–2020

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Board of Directors and General Secretary

General Assembly 2021

The NUAS General Assembly 2021 will be web-based and carried out March 22–25, 2021.

Board of Director's and Group Leaders meetings 2019-2020

2019:

May 13th – 15th, University of the Faroe Islands, The Faroe Islands

October 6th -7th University of Helsinki, Finland

2020:

Dates and places for the meetings in 2020 will be decided at the Board of Director's meeting May 14 2019

Director's meeting 2020

A new meeting in 2020 for the NUAS Directors will be discussed at the Board of Director's meeting May 14th 2019. The board will also discuss the possibility for a cooperation with HUMANE in connection to this. (<http://www.humane.eu/home/>)

NUAS FORUM 2019

“The Digital Workplace — Skills For a Changing World”

The goal with NUAS Forum 2019 is to provide individuals with new insights and approaches to their day to day work. The event will also give people and groups the opportunity to work together to develop greater interdepartmental, intra-institutional, and understanding of the challenges and opportunities on the horizon.

The congress takes place in Tromsø, at the Artic University of Norway, August 14 - 16 .

All 14 interest groups have contributed to the program which will consist of approximately 40 speakers mainly from the Nordic countries. The content have four main categories:

- Digitalization and managing changes
- Education in a digital perspective
- Open Science
- Sustainability

The goal is to attract 400 participants.

More information: <https://www.nuas.org/nf19/>

Programme for Leaders in Administration 2019-2020

The 2019–2020 programme is titled “Administrative Leadership in a Changing Nordic Higher Education Context” and consists of five seminars, focusing on leadership in the Nordic

university setting. Each seminar is hosted at a NUAS member university in each of the Nordic countries.

The programme is designed around the roles and functions of administrative leaders in an academic setting. Each of the five host institutions is responsible for preparing the theme for their seminar, so the programme content as a whole is a result of a cooperation between the host institutions.

- Participants learn about different Nordic HE institutions and gain insight in similarities and differences between organisational structures, institutions, and countries.
- The programme covers a broad spectrum of themes related to the role that administrative leaders play in modern higher education.
- Some themes are directly related to the role of the administrative leader at an academic institution, while others are related to the development in societal or financial demands that influence universities. Additional themes may concern internal changes in structures, policies, or in administrative processes to support academic activity—for instance, the need for digitalisation or streamlining.
- There will be case presentations on administrative development projects and processes within the administration in HE institutions.

Host institutions:

Country	Institution	Theme	Period
Norway	University of Oslo	Administrative Leadership in a Changing Nordic Higher Education Context	April 24–26, 2019
Denmark	Roskilde University	Leadership and communication in the Nordic HE – sector	September 4–6, 2019
Sweden	Linköping University	Collective Intelligence	October 28–30, 2019
Finland	Helsinki University	to be announced	February 26–28, 2020
Iceland	University of Iceland	Responsibility of the Leadership Role in Higher Education	June 10–12, 2020

Participants by country: (25 women and 11 men)

- Denmark 3
- Sweden 6
- Iceland 2
- The Faroe Island 1
- Norway 12
- Finland 12

NUAS Interest Groups

Archives and Records Management

Members

Group leader:

Nils Kjartan Guðmundsson Narby, University of Iceland

Group members:

Anita Dahlberg, UiT The Arctic University of Norway

Charlotte Borgerud, Karolinska Institutet

Eva Vestergaard Kristensen, Aarhus University

Juha Hannikainen, University of Helsinki

Per Johan Rødland, University of Stavanger

Susanna Kokkinen, Aalto University

Sven Håkan Drufva, Uppsala 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 2019–2020

The group will meet in the autumn of 2019 and plan our next seminar (which will probably be in spring 2021).

Communication

Members

Group leader:

Lars Uhlin, Head of Branding office, Lund University, Sweden (resigning spring 2019)

Group members:

Bo Kristiansen, Chief Consultant, University of Southern Denmark, Denmark (resigning spring 2019)

Karen Christensen, Head of Communications, The Norwegian School of Sport Sciences, Norway (resigning spring 2019)

Kristín Ása Einarsdóttir, Event Manager, University of Iceland, Iceland.

Christina Dahlström, Senior advisor, Linnéuniversitetet, Sweden.

Mathilde Holm, Assistant director, Communication Division, University of Bergen, Norway (resigning spring 2019)

Lykke Thostrup, Communication officer, Science faculty, University of Copenhagen, Denmark.

Karin Hannukainen, Communication and Press officer, University of Helsinki Finland.

Sanna Kähkönen, Communication officer, Tampere University of Technology, Finland.

Target audience

The group's main target group is university employees who work professionally, wholly or partly, with communication. The group also wishes to further develop the cooperation with other NUAS groups and thus reach more professions that may need to increase their communication skills.

Focus areas

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

Possible topics in focus the coming years:

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

Activity goals for 2019–2020

- Contribute to the program in NUAS Forum
- Help Executive Group to market and communicate NUAS Forum 2019
- Deliver the NUAS Communication Conference in June 2020.

Economy

Members

Group leader:

Dan Guttke, Karlstad University Sweden

Group members:

Ellen Johanne Caesar, University of Oslo

Henna Sucksdorff, University of Turku

Jenný Bára Jensdóttir, Háskóli Íslands

Lars Thorell, Swedish University of Agricultural Sciences

Marika Häggman, University of Helsinki

Target audience

Mainly those who work with planning processes and economy, in particular personnel categories with

an operational responsibility for these functions and processes. The group's arrangements should be relevant to those who work at a department, a faculty, or at a central office with these 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 2019–2020

The group is planning sessions for the NUAS Forum 2019 in Tromsø mainly within the theme Digitalization and Managing Change.

In 2020, the group is planning for its own events aligned with the focus areas.

Facilities and Environment

Members

Group leader:

Ari Nisonen, Property Manager, Architect SAFA, University of Helsinki, Finland

Group members:

Agnethe Erstad Larsen, Administrasjonssjef, Universitetet i Bergen, Norge

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

Camilla Westerborn, Senior Facility Analyst, Sveriges lantbruksuniversitetet SLU Sverige

Karolina Ganhammar, Universitetsarkitekt, Linköpings universitet, Sverige

Ingólfur B. Aðalbjörnsson, Byggingastjóri, Háskóli Íslands, Island

Lars mitens, Teknisk chef, Aarhus Universitet, Danmark

Target audience

University administration, especially real estate property and facility premises personnel and technical staff and those 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 otherwise handle environmental issues. And 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 in this process also.

Activity goals for 2019–2020

- 2–3 times face to face meetings per year for preparing coming conferences and other actual issues (possibly smaller workgroup meeting around some specific theme (workshop style). we have discussed a lot that maybe we should try to create also other kind of possibilities to discuss and networking – not only conferences).
- On the most active time of conference preparing lot of video meetings and email writings.
- NUAS Forum 2019: F&E group's main themes in presentations are on learning and working environment.
- 2020 Conference in Finland at the University of Eastern Finland, Joensuu Campus (not yet confirmed but preliminarily agreed with the university). Possibly joint conference with Sustainability group.

Faculty Administration

Members

Group leader:

Åsa Gustafson, avdelningschef, Kungliga tekniska högskolan

Group members:

Gudleik Grimstad, fakultetsdirektør, Universitetet i Oslo

Elisabeth Lysebo, fakultetsdirektør, Universitetet i Bergen

Christian Hestbæk, sekretariatsleder, Roskilde Universitet

Leo Pyymäki, Head of development, Helsingin Yliopisto

Minna Domander, Service Manager, Turun yliopisto

Paula Pragert, avdelningschef, Malmö universitet

Óskar Einarsson, fakultetsdirektør, Háskóli Íslands

We lack a member from Denmark. It should be great with a new member from Denmark from August 2019.

Target audience

Our target group is administrative directors and leaders with overall responsibilities for their organization, e.g. directors of faculty, administrative managers, and equivalent.

Focus areas

The focus of our two last seminars and for the group is change in organization and structural changes within universities or the university sector. We will also put some focus on economic cuts that have occurred in some countries—and are likely to happen again. We are also interested in how to achieve

our targets as effectively and professionally as possible. Learning by talking and discussions are our catchwords.

Activity goals for 2019–2020

We are now looking forward to NUAS Forum 2019 in Tromsø and working on our contribution there.

We have planned a group meeting in Tromsø on 14 August. We shall then start discussions on our own next seminar or workshop. We like the format we have used for the seminars in Turku and Roskilde.

We have some plans to have a seminar in Iceland in May or early autumn of 2020.

We also have to choose a new group leader from 2020.

Human Resources

Members

Group leader:

Elina Stadigh, Director, Hanken School of Economics, Finland

Group members:

Annica Fröberg, Personnel manager, Kungliga Tekniska Högskolan, Sweden

Ingrid Ganrot, Personnel Manager, Karlstads Universitet, Swede

Henrik H. Söndergaard, Head of HR, Aalborg University, Denmark

Irene Sandlie, Director of personnel, Oslo University, Norway

Odd Arne Paulsen, Personnel and Organization Director, the Arctic University if Norway

Mika Wulff, Personnel Director, Åbo Academy, Finland

Asta Möller, Director of Human Recourses, University of Iceland

Target audience

HR personnel in different universities

Focus areas

Description; HR — strategic role in a university, recruitment processes, leadership, competence development, internationalization, relocation services, salary systems, organizational development, and digitalization.

Activity goals for 2019–2020

- 2019: Main focus on NUAS Forum 2019
- 2020: HR seminar or workshop.

Information Technology

Members

Group leader:

Ilkka Siissalo, CIO, University of Helsinki, Finland

Group members:

Christa Winqvist, IT director, Aalto University, Espoo, Finland

Joakim Nejdeby, IT director, Linköping University, Linköping, Sweden

Johan Johansson, General Secretary of ITCF (Swedish universities IT directors forum), University of Lund, Lund, Sweden

Kurt Gammelgaard Nielsen, IT director, University of Southern Denmark, Odense, Denmark

Klaus Kristian Kilt, Business relationship manager, Aalborg University, Aalborg, Denmark

Lars Inge Oftedal, IT director, University of Oslo, Oslo, Norway

Tord Tjeldnes, IT director, University of Agder, Kristiansand, Norway

Guðmundur H Kjærnested, IT Director, University of Iceland, Reykjavik, Iceland

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 2019–2020

We have thoughts of organizing the next Nordic CIO Forum in 2020, but the time and the place are still open. We have to keep in mind that our European level association called EUNIS is organizing a really big IT congress in 2019 in Trondheim and again in 2020 in Helsinki and we should not compete with these events. On the other hand, a Nordic level meeting or workshop is urgently needed as there are many open hot topics related to just the Nordic university environment.

We quite naturally want to support NUAS Forum 2019 in Tromsø and are talking about possibly organizing some Nordic level preconference event there.

We want to continue our partnership discussions with Microsoft so that we could in the future have a pan-Nordic licensing and cooperation agreement with them that could benefit both parties – and drive down the license costs that Nordic universities are paying today.

International Admission and Recognition of Qualifications

Members

Group leader:

Hilde Skeie, Senior Advisor, NTNU, Norway

Group members:

Anne Mette Hou, CBS, Danmark

Anette Larsen, Århus University, Denmark (resigning, Autumn 2019)

Catarina Ståhle-Nieminen, University of Tempere, Finland

Kaja Schiøtz, University of Oslo, Norway

Johanna Lepola, Hanken, Finland (has not been present during the last years)

Target audience

Those working with the target areas.

Focus areas

The current focus area of the group is: “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 2019–2020

- The group will work on establishing the new group and realizing the potential in the group.
- Prepare and organize workshops/seminars for people working with international admissions and/or recognition of international qualifications as part of national degrees.
- Prepare sessions for NUAS Forum 2019

Internationalization

Members

Group leader:

Niels Henrik Larsen, Director of International Programs, Copenhagen Business School

Group members:

Birgitte Schiørring Madsen, Head of Student Guidance & International Office, Aalborg University

Pär Svensson, International Coordinator; Regional Coordinator for Africa, Lund University

Karin Axelsson-Grafström, Official: Department of Professional Support, Luleå University of Technology

Bjørn Erik Andersen, Senior Adviser: Division of Research Administration, University of Bergen

Nina Moxnes, Adviser: Office of International Relations, Norwegian University of Science and Technology NTNU

Anne-Riita Vanhala, International Coordinator of the Faculty of Humanities and Social Sciences, University of Jyväskylä

Irinja Paakkanen, Head of International Affairs, University of Turku
Fridrikka Hardardottir, Director: International Office, University of Iceland

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 2019–2020

The group is planning at least one seminar during the period 2019–2020 (topics to be announced). The seminar (or seminars) might be conducted in collaboration with other planning groups.

Legal

Members

Group leader:

Tove Bæk Jensen, Legal Adviser, Aarhus University, Denmark

Group members:

Conny Claesson, Data Protection Officer, Legal Adviser, Karlstad University, Sweden

Jannicke Persen, Senior Legal Adviser, UiT The Arctic University of Norway, Norway

Jesper Smedegaard Madsen, Senior legal adviser, Data Protection Officer, Copenhagen Business School, Denmark

Kristin Flagstad, Senior Legal Adviser, University of Oslo, Norway

Laura Karppinen, Legal Counsel, University of Helsinki, Finland

Snædís Björt Agnarsdóttir, Lawyer, University of Iceland, Iceland

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; and intellectual properties.

Activity goals for 2019–2020

The group has two meetings every year and is planning a meeting, conference or a seminar for the target audience every year, including:

- A seminar on copyright, IPR, and commercialization in Oslo, June 2020.
- Research Ethics and GDPR, venue and date to be decided.

Library

Members

Group leader:

Pia Södergård, Chief Librarian, Åbo Akademi University Library, Finland

Group members:

Ellen Vibeke Knudsen Aarhus University

Eva Nordgren Dalarna University

Gunnhildur Björnsdóttir University of Iceland

Hanne Graver Møvig University of Oslo

Johanne Raade UiT The Arctic University of Norway

Mikael Sjögren Umeå University

Susanna Parikka University of Lapland

Thomas Kaarsted University of Southern Denmark

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 2019–2020

- NUAS Forum 2019.
- Promoting the NUAS staff exchange program and supporting successful staff exchanges between member institutions.

- Organizing on-demand workshops based on a survey to Nordic university library directors in 2019.

Research and Innovation

Members

Group leader:

Pål Vegar Storeheier, UiT The Arctic University of Norway, Norway

Group members:

Anja Sinding Morgen, University of Southern Denmark

Inge-Sofie Sørensen, University of Copenhagen, Denmark

Gyða Einarsdóttir, Háskóli Íslands, Iceland

Jaana Backman, University of Eastern Finland, Finland

Johan Åkerman, Örebro University, Sweden

Laura Himanen, Tampere University of Technology, Finland

Sigríður Beck, University of Gothenburg, Sweden

Susan Johnsen, University of Bergen, Norway

Target audience

The group's primary focus is on research and innovation support. Our main audience is research administrative staff at higher education institutions in the Nordic countries.

Focus areas

The goal is to enhance the skills of research administrative staff in order to help our member institutions to improve their overall performance. We want to inspire the development of new and better methods and services in innovation activities, pre- and post-award, research assessment and quality assurance. The group promotes the exchange of experiences and best practices to provide valuable strategic Tools.

Activity goals for 2019–2020

The group's work for 2019 will concentrate on NUAS Forum 2019. It will meet in the course of the year to discuss activities for 2020.

Student Administration and Counselling

Members

Group leader:

Stefan Kaasalainen, Study and Career Counsellor, Karlstad University, Sweden

Group members:

Per Edenhavn, Study and Career Counsellor, PhD, Swedish University of Agricultural Sciences

Asta Gunnlaug Briem, Career and Guidance Counsellor, University of Iceland

Pernille Kindtler, Head of Section, University of Copenhagen, Denmark

Heidi Adolfsen, Director of Research, Education and Communication Division, UiT, The Arctic University of Norway, Norway

Marianne Brattland, Director of Academic affairs, OsloMet, Norway

Gurli-Maria Gardberg, Head of Education Services, Åbo Akademi University, Finland
Linda Gerkman, Director of Study Affairs, Hanken School of Economics, Finland

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 and strives to be a resource for the member institutions' staff working with student administration and to spread knowledge via seminars.

Activity goals for 2019–2020

In 2019 the group will continue the work with NUAS Forum 2019. During the next meetings, we will also start the work on future knowledge sharing activities. We are going to look into possibilities for a new conference, webinars and NUAS-talks with short videos. A website update regarding Student Administration and Counselling is also scheduled. Planning of a field trip for knowledge, ideas and inspiration to our knowledge sharing activities will start at the next meeting. The field trip is going to take place during 2019–2020.

Next meetings:

OsloMet 11–12 April 2019; Tromsø, 14 August 2019 (before NUAS Forum starts)

Sustainability

Members

Group leader:

Meri Löyttyniemi, Senior advisor for sustainability, Aalto University, Finland

Group members:

Saana Raatikainen, Environmental coordinator, University of Tampere, Finland

Tomas R. Poulsen, Team leader, Green campus, University of Copenhagen, Denmark

Louise Thomsen, Centre Manager, CBS Sustainability, Copenhagen Business School, Denmark

Ullika Lundgren, Environmental controller, University of Gothenburg, Sweden

Kristina von Oelreich, Environmental coordinator, KTH Royal Inst. of Technology, Sweden

Sigurlaug I. Lövdahl, Office Manager, University of Iceland, Iceland

Christian Solli, Environmental advisor, Norwegian University of Science and Technology, Norway
 Øystein Liverød, Miljöchef, UiO, Norway

Target audience

Nordic universities' staff members interested in sustainability issues, education and research.
 Sustainability / environmental / CSR directors, managers and coordinators.

Focus areas

Research and education for sustainable development (ESD) and greening the campus. The group aims at enhancing the integration of sustainability into Nordic higher education institutions and promotes sustainable practices in all campus operations. Wider societal impact by outreach activities and positive global visibility by active communications.

Activity goals for 2019–2020

- Attending NUAS events + chairs' & executive board meetings

Projects

Exploring possibilities for continued external financing on Nordic, but also national, European or international level. Erasmus+ funding for Sustainability Literacy Test / Nordic City Challenge is open.

Other project ideas:

- contributing to NCM Agenda 2030 work
- Continuing with Sustainable Development Goals / SDG Accord
- Continuing with SuLiTest
- Launching Nordic Green Gown Awards, www.greengownawards.org
- Collaboration, even merging with SDSN-NE (?)

Events

- NUAS Sustainability group seminar, held 30.1.-1.2.2019 at NTNU, Trondheim (Detailed minutes: nordicsustainablecampusnetwork.wordpress.com/events/core-group-meetings/)
- NUAS Forum 2019 conference, 14-16 August 2019, Univ. i Tromsø (Contributing to the program + NUAS Sustainability responsible for 2 sessions: Reducing carbon emissions from flying – Challenges and possibilities)
- Continuing the international and Nordic collaboration with relevant stakeholders, enhancing Nordic visibility
- Attending ISCN conferences, June 2019 in Sao Paulo, June 2020 open

Communications

- Regular video meetings every 1-3 months and face-to-face meeting roughly once per year

- Regular updates to the mailing list (nscn@list.aalto.fi, about 150 subscribers)
- 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
- Possibly launching NUAS Sustainability's own FB and/or twitter pages