

VIRKSOMHETSPLAN NUAS 2014 - 2016

DET NORDISKA
UNIVERSITETS-
ADMINISTRATÖRS-
SAMARBETET 

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«En lærende organisasjon er en organisasjon som kontinuerlig forbedrer sin evne til å skape sin egen fremtid»
Peter M. Senge

Forord

I Nordisk sammenheng er det administrative samarbeidet mellom de nordiske universitetene ungt. Det ble etablert i 1976 og har vokst fra å være ett seminar en gang i året til å bli en organisasjon med tretten grupper og 117 aktive medlemmer i tillegg til styringsgruppen. NUAS speiler utviklingen som har funnet sted innenfor universitet- og høyskolesektoren i samme periode.

Endringene drives av økt internasjonalt samarbeid, fremveksten av kunnskapssamfunnet og en rask utvikling av ny teknologi. Dette fører meg seg nye krav til sektorens administrativt ansatte, både når det gjelder kunnskap, kompetanse og kreativitet. NUAS ønsker å være en arena for deling og utvikling av gode løsninger for fremtidens universitets sektor.

I 2013 ble det derfor igangsatt en større strategiprosess som involverte alle våre gruppemedlemmer.. Resultatene av denne prosessen gjenspeiles i virksomhetsplanen for 2014 -2016 hvor det vi velger å fokusere på to overordnede trender - internasjonalisering og profesjonalisering av administrasjonen.

I tillegg vil NUAS bruke tid på å samarbeide mer på tvers av gruppene, ta i bruk ny teknologi for å kunne tilby andre type aktiviteter, og tilrettelegge for at flere personer kan delta aktivt i nettverket.

Et tiltak for å inkludere flere er å bruke engelsk som språk på felles samlinger og i dokumenter for å inkludere flere av medlemmene fra Island og Finland. Den delen av planen som omfatter gruppene er derfor på engelsk i år.

NUAS vil i 2016 feire 40 år som organisasjon. Dette vil vi også markere.



Styreleder NUAS og Assisterende universitetsdirektør
Tove Kristin Karlsen
Universitetet i Oslo

Universitetsdirektør Peter Lauritzen
(ikke på bildet)
Roskilde Universitet
Universitetsdirektør Lasse Lønnum
Universitetet i Tromsø

Förvaltningsdirektör Ann Fust
Uppsala universitet

Sekretariatschef Wilbert van der Meer
Copenhagen Business School

Universitetsdirektör Kent Waltersson
Linköpings universitet

Förvaltningsdirektör Ulla Achrén
Åbo Akademi

Teknisk direktör Anna-Majja Lukkari
Helsingfors universitet

Förvaltningsdirektör Mauno Lindroos
Hanken Svenska handelshögskolan

Studiedirektör Hilde Skeie
Norges teknisk-naturvitenskapelige
universitet

Personaldirektör
Guðrún Jóhanna Guðmundsdóttir
Háskóli Íslands

Administrationschef Ole Jensen
Aarhus Universitet

Chefscontroller Lasse Thorell
Sveriges Lantbruksuniversitet

Overordnet fokus

Internasjonalisering

Globalisering og internasjonalisering av kunnskapsproduksjon stiller nye krav til de administrative støttefunksjonene. Hvordan skal støttefunksjonene på best mulig måte bidra til at de nordiske institusjonene når sine mål? For at vi skal være relevante internasjonale aktører innenfor forskning og utdanning, nå og i fremtiden?

NUAS vil i perioden 2014 -2016 la internasjonalisering være et gjennomgående tema i våre aktiviteter. Vi kan ikke diskutere gode løsningen innenfor virksomhetsstyring, HR, forsknings- og studieadministrasjon eller kommunikasjon uten å inkludere internasjonalisering. Hvordan håndterer vi internasjonal tildeling av midler, økt student og ansatte mobilitet? NUAS vil bruke den kompetansen og kreativiteten som finnes i nettverket til å bidra til gode løsninger innenfor dette området.

Profesjonalisering av universitetssektoren administrative oppgaveløsning

Internasjonaliseringen, den teknologiske utvikling og konkurranse om finansiering, ansatte og studenter gjør at kravene til administrasjonens oppgaveløsning øker. Både på kvalitet, fleksibilitet og effektivitet. For å finne de beste løsningene tror NUAS at man må jobbe på tvers, av fagområder, institusjoner og land.

I kommende virksomhetsperiode ønsker NUAS å styrke samarbeidet mellom gruppene og mellom landene for å utnytte den den fordelen det gir oss å samarbeide på tvers.

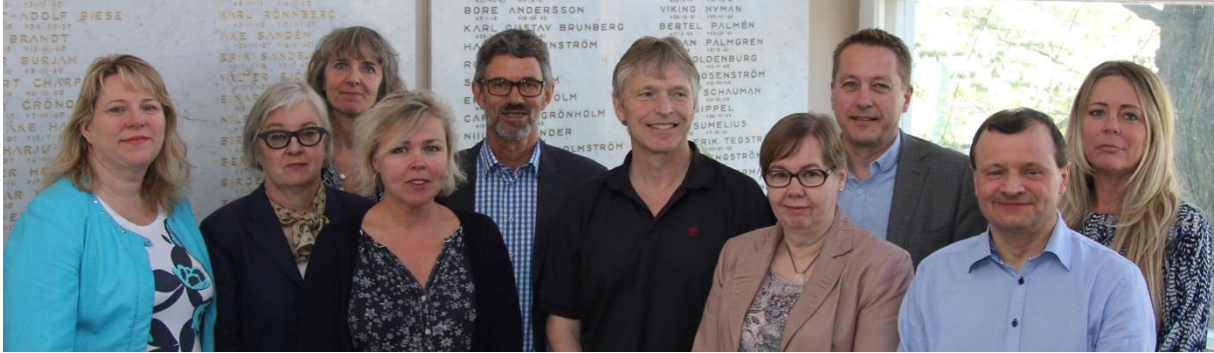
Utvikling av NUAS som organisasjon

NUAS har som mål å ha en smidig organisering som støtter opp om gruppenes aktivitet samtidig som den ivaretar organisasjonens formelle oppgaver. Gjennom strategiprosessen ble det identifisert behov for at NUAS tar i bruk teknologi som er tilpasset en nettverksorganisasjon og ønsket om å kunne tilby andre type aktiviteter enn seminarer og konferanser. NUAS vil i virksomhetsperioden iverksette prosjekter for å møte disse behovene i organisasjonen.

NUAS ønsker å bli mer synlig på og for sine medlemsinstitusjoner. Det gjelder markedsføring av NUAS aktiviteter, under gjennomføring av aktiviteter og ikke minst gjennom å tilby aktiviteter som blir omtalt på institusjonen.

Det vil også bli gjennomført tiltak for å styrke NUAS som nettverksorganisasjon og slik gjøre det lettere å ta kontakt for erfaringsutveksling utenfor seminarer og grupper.

The groups and their focus areas



NUAS ledergruppe

Library Service

Members: Group leader **Pia Södergård**, Åbo Akademi, **Bente R. Andreassen**, University of Oslo, **Gunnhildur Björnsdóttir**, Háskóli Íslands, **Lars Burman**, Uppsala University, **Hanne Graver Møvig**, University of Agder, **Margareta Hemmed**, University of Gothenburg, **Ellen Vibeke Knudsen**, Aarhus University, **Susanna Parikka**, University of Lapland, **Claus Vesterager Pedersen**, Roskilde University.

Target audience: Primarily all those working in university library and information services, but the group also seeks to attract other university employees to participate in its activities. It is important that libraries do not become isolated within their universities, and it is therefore desirable that the activities that the group organizes are of interest to a broad range of university employees.

Focus areas: Current topics for the group are learning environments, digitalization, open access, copyright, marketing of the library services, quality issues and evaluation, and the role of the libraries in the future.

Activity goals for the period 2014–2016: The planning group for Library Services is the most recent planning group in NUAS. A first goal should be to make the group known to its target audience. For the period 2014–2016 the group schedules a conference on learning environments in collaboration with the planning group for Facilities and Environment, IT and Educational Administration, as well as on guidance and counselling, as well as a conference on the topic of 'Future Libraries' in cooperation with other stakeholders.

Facilities and Environment

Members: Group leader **Anna-Maija Lukkari**, University of Helsinki, **Ingólfur B. Aðalbjörnsson**, Háskóli Íslands, **Lindis Burheim**, Norwegian University of Science and Technology, **Karolina Ganhammar**, Linköping University, **Agnetha Erstad Larsen**, University of Bergen, **Göran Johansson**, Swedish University of Agricultural Sciences, **Henrik Kudal**, Copenhagen University, **Taina Vimpari**, University of Tampere, **Conor Leerhøy**, Aarhus University.

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 the period 2014–2016: The group is holding a conference on the topic of ‘Campus Development, from Outside to Inside, from Present to Future’, which will take place in Helsinki in August 2014. For the period 2015–2016 the group is interested in cooperating with other groups, and discussions about cooperation on the topic of ‘Learning Environment’ have commenced with the Libraries, IT and Student Administration groups.

Documentation and Archives:

Members: Group leader **Ulf Nilsson**, KTH Royal Institute of Technology, **Anna Connell**, Mid Sweden University, **Nils Kjartan Guðmundsson**, Háskóli Íslands, **Juha Hannikainen**, University of Helsinki, **Signe P. Morvik**, Norwegian School of Economics, **Eva Vestergaard**, Aarhus University, **Birgitte Wilkens**, Copenhagen University, **Susanna Kokkinen**, Aalto University, **Per Johan Rødland**, University of Stavanger.

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.

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 the period 2014–2016: To conduct a seminar for the primary target group and to plan activities such as workshops or seminars with other networking groups.

Faculty Administration

Members: Group leader **Ole Jensen**, Aarhus University, **Óskar Einarsson**, Háskóli Íslands, **Lise Gundersen**, University of Bergen, **Åsa Gustafson**, KTH Royal Institute of Technology, **Veli-Pekka Heiskanen**, University of Helsinki, **Gun-Britt Lund**, Åbo Akademi, **Ann-Christin Thor**, University of Gothenburg, **Susanne Tjørnelund Meisner**, Aalborg University Copenhagen.

Target audience: The planning group's primary audience consists of administrative managers and deputy managers at the faculty level.

Focus areas: The topics for the group are the current changes taking place in the sector. These include the changes in the academic and administrative organization, management through mergers and transition processes, and changes in management and governance. These changes and the increased national and international competition will push administrators to work more professionally and efficiently.

Activity goals for the period 2014–2016: The group plan is to conduct seminars on the above-mentioned topics – alone or with other groups. In collaboration with the finance group we have started to plan a joint seminar to examine how strategies develop from ideas to action, and a seminar on evaluating the administration. Both seminars will most likely be held in 2015.

Research and Innovation

Members: Group leader **Ingrid Sogner**, University of Oslo, **Jaana Backman**, University of Eastern Finland, **Eva Björndal**, the Karolinska Institute, **Halldór Jónsson**, Háskóli Íslands, **Jörgen Kyle**, University of Gothenburg, **Pål Vegar Storeheier**, University of Tromsø, **Inge-Sofie Sørensen**, University of Copenhagen, **Ilkka Virtanen**, Tampere University of Technology, **John Westensee**, Aarhus University, Aarhus University Hospital.

Target audience: Managers and specialists working with research administration, support for external funding, technology transfer and business liaison.

Focus areas: The universities' roles in research, innovation and knowledge exchange, nationally and internationally. The group will furthermore focus on new trends and developments in international research organization, external funding strategies and research leadership.

Activity goals for the period 2014–2016: The group will repeat the very successful workshop on 'Connecting research and innovation: the role of the research support system in the future' in Copenhagen in the autumn of 2015. The group is also planning a seminar in Tromsø in 2015 on performance indicators (how to measure our services).

Verification of certificates and qualifications

Members: Group leader **Hilde Skeie**, Norwegian University of Science and Technology, **Ína Dögg Eypórsdóttir**, Háskóli Íslands, **Stefan Haglund**, Linnæus University, **Antti Hildén**, University of Tampere, **Anne Mette Hou**, Copenhagen Business School, **Annette Larsen**, Aarhus University, **Johanna Lepola**, Hanken School of Economics, **Kaja Schiøtz**, University of Oslo, **Zsuzsanna Sundström**, Uppsala University.

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 the period 2014–2016: Develop a specialist network within this field in the Nordic countries. Exchange ideas, knowledge and best practices through seminars, webinars and a web-based discussion forum. We will collaborate mainly with the following NUAS groups: the Internationalization group, the Student Administration group and the Communication group.

Human Resources

Members: Group leader **Kjeld Lanng**, Aalborg University Copenhagen, **Guðrún Jóhanna Guðmundsdóttir**, Háskóli Íslands, **Marie Högström**, Stockholm University, **Stina Nyström**, Uppsala University, **Odd Arne Paulsen**, University of Tromsø, **Elina Stadigh**, Hanken School of Economics, **Mika Wulff**, Åbo Akademi University, **Irene Sandlie**, University of Oslo.

Target audience: University managers and specialists working with human resource management and human resource development. Mainly professionals within the HR field but some events may be open to other participants.

Focus areas: The role of HR in university administration and university management in a Nordic context, and the development and dissemination of knowledge, experiences, new trends and best practices. If possible facilitate the development of joint projects among a few selected universities. Selected key areas in the period will be university management and leadership, international recruitment of researchers, working environment, university career development and HR organization.

Activity goals for the period 2014–2016: The group will contribute to the NUAS directors' programme, facilitate a seminar in Stockholm on university leadership, take part in a possible cross-group project on international recruitment of researchers, and exchange experiences of working environment surveys. A study trip to the UK is also being considered to exchange experience of systematic career development programmes.

Internationalization

Members: Group leader **Niels Henrik Larsen**, Copenhagen Business School, **Karin Axelsson-Grafström**, Luleå University of Technology, **Heidi Annette Espedal**, University of Bergen, **Margareta Granholm**, Hanken School of Economics, **Friðrika Harðardóttir**, Háskóli Íslands, **Nina Moxnes**, Norwegian University of Science and Technology, **Outi Savonlahti**, University of Eastern Finland, **Pär Svensson**, Lund University, **Knud Warming**, Aarhus University.

Target audience: Primarily administrative staff at all levels who work with internationalization.

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

Activity goals for the period 2014–2016: The group is planning a seminar on joint programmes in the Nordic region – second and third cycle and double and joint degrees in 2015. The seminar will be conducted in collaboration with other planning groups.

Information Technology

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

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 Bencheit, 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 2014–2016: Conduct the Bencheit survey. Conduct workshops with other groups in NUAS. Conduct a conference for ICT managers in the Nordic countries.

Communication

Members: Group leader: **Janie Huus Tange**, Copenhagen Business School, **Guðrún J. Bachmann**, Háskóli Íslands, **Karen Christensen**, Norwegian School of Sport Sciences, **Maria Deckeman**, the Karolinska Institute, **Jessica Pettersson**, Åbo Akademi University, **Lars Uhlin**, Lund University, **Ingar Myking**, University of Bergen, **Bo Kristiansen**, University of Southern Denmark.

Target audience: University professionals working with communication

Focus areas: Web, research communication, internal communication, students and staff, PR, media training, CVI, event communication, student prospectus, printed and digital marketing and communication material, marketing, strategic communication guidance, crisis communication.

Activity goals for the period 2014–2016: The group are planning a seminar in June 2015 in Stockholm, based on the same concepts as in previous years rather than on one specific topic. This broad approach will enable the creation of a space to meet across functions and institutions. Furthermore, we are open to holding smaller meetings with other groups on sub-topics such as internal communication, international challenges in a global market and the future demand for an enhanced professional approach to 'University as Business', both internally and externally.

Student Administration and Career Counselling and Guidance

Members: Group leader: **Jónína Ólafsdóttir Kárdal**, Háskóli Íslands, **Heidi Adolfsen**, University of Tromsø, **Helena Lindvall**, Umeå University, **Christian Volmer Nielsen**, Aalborg University Copenhagen, **Pia Rydestedt**, Aalto University, **Christen Soleim**, University of Bergen, **Helena Strandell**, Hanken School of Economics, **Anne Christine Teglborg**, Aarhus University, **Ann-Christin Undeby**, University of Gothenburg.

Target audience: Career and guidance counsellors and university academics who meet with applicants and enrolled students, and who address students' needs during their daily work.

Focus areas: Topics for the group are: recruitment and admissions, academic choices and information-giving, career choices and the transition to the labour market, the academic and learning environment and increased student mobility in the Nordic countries. Informing about the general developments in educational policy and debates in Nordic countries

Activity goals in the period 2014–2016: A joint conference on the topic of the learning environment and quality is planned with the following groups: Library Service, ICT, and Facilities and Environment. Each group will select and manage a sub-topic. During the period 2015–2016 the group is planning several activities, the purpose of which will be to discuss the EU policies on higher education and research in terms of employability.

Lawyers

Members: **Tove Bæk Jensen**, Aarhus University, **Anna-Kaisa Byman**, Åbo Akademi University, **Torben Rytter Kristensen**, University of Copenhagen, **Elín Blöndal**, Háskóli Íslands, **Annette Nilsson**, Lund University, **May Liz Bjørnevik Tho**, Norwegian University of Science and Technology.

This group has recently been reorganized and requires additional time to regroup before defining their focus areas and activities for the period.

NUAS Chefsprogram

NUAS har tre ganger tidligere gjennomført NUAS Chefsprogram. Programmet har fått gode tilbakemeldinger. Styringsgruppen i NUAS vedtok 24.januar 2014 at de vil gjennomføre et nytt program i perioden 2015 - 2016. Det nye programmet vil justeres i henhold til evalueringene fra tidligere programmer.

Universitetet i Oslo, Aalborg Universitet, Universitet i Uppsala, Helsinki Universitet og Háskóli Íslands har sagt seg villige til å stille som vertsinstitusjoner for hver sin samling.

Formålet med NUAS Chefsprogram er å bidra til bedre universitetsadministrasjon og - ledelse i Norden.

Det faglige innholdet i programmet skal utarbeides med basis i følgende fire elementer:

- Lederutvikling for den enkelte
- Administrative fagområde som er relevante for ledere på universiteter – presenter i en universitetssetting
- Presentasjon av vertsinstitusjon og prosjekter de jobber med innenfor fagtema
- Erfaringsutveksling og nettverksbygging mellom deltakerne

Målgrupper

Målgruppen for programmet nye og yngre ledere i universitet – og høyskolesektoren i Norden.

Aktivitetsmål

NUAS ønsker i perioden å utvikle et nytt gjennomgående innhold til NUAS Chefsprogram som kan gjenbrukes.

NUAS generalforsamling (direktørmøte) og -seminar

I forbindelse med generalforsamlingen (direktørmøtet) har det blitt avholdt et seminar for universitetsdirektører. I perioden 2015- 2016 vil generalforsamlingen avholdes via e-post og spørreskjema på nett, det blir derfor ikke organisert noe seminar direkte i koblet til møtet.

I stedet ønsker NUAS styringsgruppe å organisere et eget seminar for direktørene i løpet av virksomhetsperioden.

Koordinering

NUAS har behov for å utvikle seg som organisasjon. Det vil i perioden være fokus på hvordan dette. Det vil også bli vurdert hvilke verktøy organisasjonen trenger for å kunne samhandle på tvers av grenser og kunne tilby aktiviteter online.

Sekretariatet har også en viktig oppgave som nav for kommunikasjon og erfaringsutveksling internt i organisasjonen. Det vil bli jobbet kontinuerlig med dette i perioden.