



NUAS

**Nordic Association of
University Administrators**

General Assembly

2023

Held electronically July 7 – July 14, 2023

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General Assembly 2023 – results

10 of 65 member institutions (15%) participated electronically July 7 – 14, 2023

Name	Institution	Approval of NUAS Biennial Report 2021-2023 and Activity Plans for 2022-2023	Approval of Summary of Accounts and Auditor's statement	Approval of NUAS Budget 2023-2026	Approval of Revision of NUAS Statutes	5. Approval of nominations of auditors for 2023-2024
Guðmundur Ragnar Jónsson	University of Iceland	Approve	Approve	Approve	Approve	Approve
Susanne Wallmark	Malmö University	Approve	Approve	Approve	Approve	Approve
Hans Wiklund	Umeå University	Approve	Approve	Approve	Approve	Approve
Kristel Marie Jæger Skoge	Norges Musikkhogskole	Approve	Approve	Approve	Approve	Approve
Päivi Mattila-Wiro	University of Turku	Approve	Approve	Approve	Approve	Approve
Hans E Andersson	Södertörn University	Approve	Approve	Approve	Approve	Approve
Helena Strandell	Hanken School of Economics	Approve	Approve	Approve	Approve	Approve
Samu Leskinen	University of Vaasa	Approve	Approve	Approve	Approve	Approve
Anne Christine Larsson Ljung	Karlstad University	Approve	Approve	Approve	Approve	Approve
Susanne Krstiensson	Lund University	Approve	Approve	Approve	Approve	Approve
Results		10	10	10	10	10

Agenda for the 2023 General Assembly

1. Approval of NUAS Biennial Report 2021-2023 and Activity Plans for 2022-2023
2. Approval of Summary of Accounts and Auditor's statement
3. Approval of NUAS Budget 2023-2026
4. Approval of Revision of NUAS statutes
5. Nomination of auditors for 2023-2024

Agenda point 1

Biennial Report 2021-2023 and Activity Plans for 2022-2023

NUAS Board of Directors per 1 April 2023

Chairperson

Guðmundur R. Jónsson, Director of Central Administration, University of Iceland

Board Members

Guðmundur Ragnar Jónsson, University Director	University of Iceland (Chair)
Anne-Christine Larsson Ljung, University Director	Karlstad University
Ari Nisonen, Property Manager	University of Helsinki
Dan Guttke, Bitr. universitetsdirektör	Kalstad University
Essi Kiuru, Administrative Director	University of Oulu
Henriette Nolsøe Rosing, University Director	University of Greenland
Ína Dögg Eyþórsdóttir, Project Manager	University of Iceland
Johan Ísak Suni Hansen, University Director	University of the Faroe Islands
Jørgen Fosslund, University Director	UiT The Arctic University
Kent Waltersson, University Director	Linköping University
Caroline Sjöberg, University Director	Uppsala University from May 5, 2023
Kristel Mari Jæger Skorge	Norwegian Academy of Music
Minna Domander, Services Manager	University of Turku
Samu Leskinen, Director, Strategic and Legal Affairs	University of Vaasa
Søren Lind Christiansen, University Director	Aalborg University
Wilbert van der Meer, Director of Dean's Office	Copenhagen Business School

General Secretary

Snæfríður Ólafsdóttir University of Iceland was General Secretary from August 2021 – June 2022.

Jónína Ó. Kárdal University of Iceland took on the role of General Secretary from July 2022 -

New leadership from August 1, 2021

NUAS leadership was passed over to the University of Iceland from August 1, 2021. Guðmundur Ragnar Jónsson, Director of Central Administrations became chair of the Board. Snæfríður Ólafsdóttir took on the role of General Secretary from August 1, 2021 and Jónína Ó. Kárdal from July 1, 2022.

The University of Iceland has been a NUAS member from the establishment of the association and has had a broad representation in NUAS groups and governance.

NUAS in Numbers

NUAS is unique, both in regard to the longitude of its existence and the flourishing activities of NUAS specialty groups that cover the versatile administrative sectors.

As of March 2023, there are 67 member institutions representing seven countries:

- Denmark 8
- Finland 12
- Iceland 3
- Norway 15
- Sweden 27
- 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 interest groups.

Summary of activity 2021-2023

Program for Leaders in Administration (PLA)

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.

Conclusion of PLA 2019

The NUAS program for Leaders in Administration, that started in 2019, was finalized in 2022 at the University of Iceland, due to the pandemic. The last seminar was held at the University of Iceland in June 2022.

NUAS PLA 2019-2020 Alumni seminar in the Faroe Islands June 2023

An initiative for an alumni seminar simmered at that final meeting in Reykjavik, and on the 4–6 of June 2023, 22 of the participants came together in Torshavn in the Faroe Islands. The agenda covered storytelling in leadership as an aid to strategic communication, and the different development challenges faced across the Nordic university sector. The professional content was enhanced by participants' own contributions and ensuing discussions. Participants also worked with the leadership and communication impact of personality differences, and with "Action Learning" – working with personal leadership matters in groups. The seminar in Torshavn has contributed greatly to strengthening even more the network between the participants. At the end of the seminar a committee for organising the next alumni seminar was set up.

The University of the Faroe Islands hosted this seminar and was a great support to this networking event and seminar. Along with a formal program a social one was offered with sightseeing and a visit to Kirkjubøur as an unforgettable highlight.

This is a very successful initiative and in the NUAS spirit of linking up and learning together.

Program for leaders (PLA) 2023 – 2024

The NUAS Board spring meeting in 2022 decided to launch a PLA program for the years 2023 – 2024. The overall theme of 2023-2024 program will focus on the role and responsibility of the administrative leader to create and maintain a sustainable work life in Nordic universities. The program is designed around the roles and functions of leaders in an academic setting.

The PLA planning group:

- Guðrún Margrét Eysteinsdóttir, Division of Human Resources, University of Iceland
- Solveig Merete Svantesen, Senior Adviser Dept. of Human resources, Oslo Metropolitan University, Norway
- Christer Clerwall, HR-strategist, Karlstad University, Sweden
- Tine Bjørka, Senior consultant, Human Resources, Aalborg University, Denmark / University of the Faroe Islands^[1]
- Sari Mikkola, HRD Specialist Human resources, University of Helsinki, Finland
- Jónína Ó. Kárdal, Program coordinator, NUAS general secretary

Each of the five host institutions is responsible for preparing the theme for their seminar, so the program content is a result of cooperation between the host institutions.

Information about the structure and content of each of the five seminars can be found on the NUAS website: <https://nuas.org/projects/nuas-program-for-leaders-in-administration-2023-2024-sustainable-worklife-in-nordic-universities/>

NUAS website

The NUAS board decided to go ahead with updating and revamping the NUAS website. The NUAS website is the most essential tool for the association to disseminate information about its functions, history, activities and as a networking tool.

When transferring the presidency from Norway to Iceland it was apparent that there were many functional and technical web issues that needed attention and whether to continue with a hardcoded website that needed developer work or shift to a more manageable back end that can be found for example in WordPress, a web content management system. Ragna Skinner, project manager at the University of Iceland lead the changes of structure; upscaling, adding features and transfer of content. After receiving results from user surveys among the NUAS board and groups a new and updated website was launched in April 2023. Again, the goal is to simplify access to information about NUAS and strengthen the link between member universities. The website creates a versatile gateway to information about NUAS, news about activities and events, what our NUAS groups are working on and supporting the NUAS's vision of being its members' preferred network for exchange of knowledge, competence and skill building and creativity with regards to administration and services.

Central IT system

The transfer of presidency brought a spotlight to the current setup of how all data created with in NUAS is managed and access controlled. Up until this point in time it has been coordinated and run by the NUAS University member that heads the presidency. Maintaining and managing NUAS data when changes occur in NUAS management may require a lot of effort to move governance between member schools and users.

A recommendation was made at the NUAS board meeting in May 2022 to subscribe to their own Microsoft 365 academic tenant. By doing so official roles can be added for management purposes, for example role of General Secretary – gensec@nuas.org, role of chair & board – chairman@nuas.org. This arrangement gives access to these roles to current persons performing the roles and simplifies all transfer of roles and governance when that time comes up in NUAS. These roles will also allow management and setup of Teams and projects. When management roles within NUAS change between member university/countries these roles can be reassigned, and no changes are needed within the NUAS environment. Security and continuity is secured through cooperation with a trusted Microsoft partner which can be changed if needed.

The main advantages of investing in Microsoft 365 are regarding communication, ownership, transfer of NUAS chair and document sustainability. At the NUAS board meeting in May 2022 it was decided to go ahead and subscribe to a Microsoft 265 academic tentant.

Five roles were established with their subsequent management via Microsoft Office and Teams:

Nuas@nuas.org: Email address that the General Secretary has access to.

Chairman@nuas.org: Platform for the chair of NUAS along with the board

Gensec@nuas.org: Platform for the General Secretary.

Groupleader@nuas.org : Platform for the group leaders to co-ordinate their group work.

Nuaspla@nuas.org: Platform for the Program for leaders project

The Microsoft 365 academic tenant has been launched. All groups have their own place within the platform of groupleader@nuas.org. Steps have been taken to co-ordinate actions and work processes will be introduced in fall 2023. This step is a part of maintaining work quality, enhancing procedures and processes, and ensuring the flow of information and archiving NUAS activities and history.

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

Halla Hallsdóttir, University of Iceland

Susanna Kokkinen, Alto University

Sigrun Synnøve Solbakken Tengesdal, NHH Norwegian School of Economics

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 2022-2023

November 28 – 30 2022 – Physical group meeting Copenhagen

Web– meeting every month

Winter / Spring 2023 – digital conference (webinar under planning)

Autumn 2023 – physical conference (under planning – Finland or Sweden)

Communication

Members

Group leader:

Kristín Ása Einarsdóttir, University of Iceland

Group members

Camilla Schrøder, Aarhus University

Karin Hannukainen, University of Helsingfors

Katrín Árnadóttir, University of Akureyri

Kristín Ása Einarsdóttir

Lykke Thostrup, University of Copenhagen

Maja Rudhe, Linnæus University

Maria Crona, Malmö University.

Odd Vegard Kandal-Wright, University of Bergen

Ståle Tvette Vollan, Norwegian Academy of Music

Thurid Eriksson, Åbo Akademi University

A member from the University of Faroe Islands is expected to join the group

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 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:
- New ways of communication after the pandemic.
- Supporting researchers in handling disinformation, harassment, and counter-fake news.
- Increase awareness of international competition.
- How to make digital transformation possible.
- The group closely monitors what is in the foreground within communications at the Nordic universities at any given time, and if there are certain issues they are dealing with.

Activity goals for 2022-2023

Webinar – Media Darlings and scapegoats in May 2023

NUAS Communication conference in Copenhagen 17. – 19. April 2024

Economy

Members

Group leader:

Dan Guttke, Karlstad University, Sweden

Group members:

Dan Guttke, Karlstad University, Sweden
Harpa Halldórsdóttir, University of Akureyri
Henna Sucksdorff, University of Turku
Karin Sutherland, Aarhus University
Line Haugen, Oslo Metropolitan University
Magnus Bergenholtz, University of Borås
Marika Häggman, University of Helsinki
Per Arne Foshaug, University of Bergen

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 do 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 2022 - 2023

- Group meeting every month – digitally.
- Physical group meeting each semester (Helsinki September 2022)
- Webinar about “Management through data” is planned in December.
- Planning for a physical conference in May 2023

Facilities and Environment

Members

Group leader:

Ari Nisonen, University of Helsinki, Finland

Group members:

Ari Nisonen, University of Helsinki, Finland
Agnethe Erstad Larsen, Universitetet i Bergen

Camilla Westerborn, Sveriges lantbruksuniversitetet SLU
Kristinn Jóhannesson, University of Iceland
Nicolai Kaas, Roskilde Universitet
Paulina Skyttä, Aalto University

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. Pandemic episode 2020-2021 created a need to develop solutions for hybrid working and learning.

Activity goals for 2022-2023

- Main activity for the group as well as the target audience is the annual Conference.
- Main target now is F&E 2022 Conference in Denmark or Sweden 2023. Host University is not yet agreed.
- The group is 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 also other kinds of networking – not only conferences. The group has decided to organize one or two annual webinars for the target audience.
- The group normally have 2-3 times face to face meetings per year for preparing coming conferences and other actual issues and possibly few smaller workgroup meetings around some specific theme (workshop style video meetings). At the most active time of conference preparing the group has regular video meetings every two weeks and lot of email writings etc.

Faculty Administration

Members

Group leader:

Minna Domander, University of Turku

Group members:

Christian Hestbæk, University of Copenhagen

Elisabeth Müller Lysebo, University of Bergen

Gudleik Grimstad, University of Oslo

Henrik Hermansen, Copenhagen Business School

Karin Olson, Mid Sweden University

Martha Lilja Olsen, University of Akureyri

Minna Domander, University of Turku

Stephan Gavar, Malmö University

Sigríður Björk Gunnarsdóttir, University of Iceland

Tiina Väisänen, University of Helsinki

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 2022-2023

- Workshop in Reykjavík September 1. - 2
 - Managing Strategy – The Art of Translating Policies into Daily Practices.
 - Had been postponed due to the Pandemic
- Online meetings for the group:
 - October 26 on 2022,
 - January 12 on year 2023,
 - other meeting schedule agreed later.
- Web-workshop or webinar in March,2023
- On-site meeting May 25-26, 2023, Copenhagen
- Planning of workshop in Bergen May 15-16, 2024

Human Resources

Members

Group leader:

Guðrún Margrét Eysteinsdóttir, University of Iceland

Group members:

Annica Fröberg, Kungliga Tekniska Högskolan

Guðrún Margrét Eysteinsdóttir, University of Iceland

Irene Sandlie, University of Oslo

Mervi Alatalo, University of Lapland

Mette Kuhlen Gullach, Copenhagen Business School

Mika Wulff, Åbo Akademi University

Odd Arne Paulsen, UiT: The Arctic University of Norway

Vaka Óttarsdóttir, University of Akureyri

Victoria Sjöborn, Mitt University

A member from the University of the Faroe Islands is expected to join the group.

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 2022–2023

- Group meeting was in Reykjavik in June 2022
- Continue to have remote group meetings monthly.
- Plan a joint seminar with the NUAS Legal group
- Webinar, f. ex. about the hiring process
- Plan for an on-site meeting in the spring 2023

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

Johan Johansson, Lund 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.

The NUAS IT group has been re-establishing itself along with getting new group members. Therefore, there has been a standstill in activities.

It has laid out its plans for the year 2023-2024 and will offer a variety of webinars.

International Admission and Recognition of Qualifications

Members

Group leader:

Ína Dögg Eyþórsdóttir, University of Iceland

Group members:

Aurora Hultqvist, Uppsala University

Catarina Stähle-Nieminen, Tampere University

Ína Dögg Eyþórsdóttir, University of Iceland

Kristine Amalie Rostgård, University of Copenhagen

Jani Ahtiainen, University of Helsinki

Oddrun Walstad Maaø, NTNU

Sophie Amalie Ussing, Aalborg University

Therese Gjessing, University of Oslo

Zoe Yang, Linköping University

A new member from the University of the Faroe Islands is expected to join the group.

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 2022-2023

- Presentation at TAICEP conference in Glasgow October 2022
- Survey among the NUAS universities on evaluation of Chinese qualifications – the Nordic perspective
- Preparations of a joint seminar with Internationalization Group – planned for 2023
- Monthly meetings on Teams

Internationalization

Members

Group leader:

Irinja Paakkanen, Head of International Affairs, University of Turku

Group members:

Anna Lindahl, Mid Sweden University

Aníta Hannesdóttir, University of Iceland

Birgitta Schiørring Madsen, Aalborg University

Camilla A. Borrevik, University of Bergen

Eirin Bakken, NTNU Norwegian University of Science and Technology

Irinja Paakkanen, Head of International Affairs, 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 2022-2023

- On site meeting in Gothenburg November 25 – 26, 2022
- Online session 26.10. 2022

- International Admission & Recognition of Qualifications group to plan joint seminar related to Responsible Internationalisation in Gothenburg.
- Erasmus- staff training of several group members in connection of our meeting
- Active planning sessions for the joint seminar including one larger joint on-site meeting during winter
- Other meetings planned according to agenda & activities

Legal

Members

Group leader:

Jesper Smedegaard Madsen, Copenhagen Business School

Group members:

Anna Jarmar, Swedish University of Agricultural Sciences

Erla Gudrun Ingimundardottir, University of Iceland

Hanne Sørgerd, NTNU

Jannicke Persen, University of Tromsø

Jenny Wäsström, Linköping University

Jesper Smedegaard Madsen, Copenhagen Business School

Martina Snåre, Åbo Academi University

Perttu Pohjola, University of Helsinki

Tove Bæk Jensen, Aarhus University

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 2022–2023

- The group arranged a webinar in June 2022 on different national issues related to GDPR
- The group holds regular online meetings, approximately once a month
- The group will meet in Helsinki in November 2022 and another on site meeting is planned for the spring of 2023, but not yet decided on the host .
- The group is planning a joint on site conference with NUAS HR to be held in the fall of 2023.

Library

Members

Group leader:

Jesper Christian Morch, University of Agder

Group members

Anne Lehto, Tritonia

Gunnhildur Björnsdóttir, University of Iceland

Jesper Christian Morch, University of Agder

Morgan Palmqvist, University of Gothenburg

Nils Tidemann, Aarhus University

Sara Kjellbert, Malmö University

Thomas Karsted, University of Southern Denmark

Trude Færevaaag, University of Bergen

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 the period 2022-2023

- Monthly group meetings online
- Workshop with library leaders on: (25 participants)
- How to use the NUAS Library Group activities?
- What makes NUAS different from other European/national library groups?

Research and Innovation

Members

Group leader:

Pål Vegar Storeheier, UiT The Arctic University of Norway

Group members:

Inge-Sofie Sørensen, University of Copenhagen

Johan Åkerman, Ørebro University

Malin Wikstedt, Hanken University

Markku Ihonen, Tampere University

Pål Vegar Storeheier, UiT The Arctic University of Norway

Sigríður Beck, University of Gothenburg

Susan Johnsen, University of Bergen

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 2022-2023

NUAS Research and Innovation has planned webinars on the following topics:

Webinars

- Early career programs for scientists
- Experiences with European University Initiatives

Student Administration and Counselling

Members

Group leader:

Christina Therese Brøkker-Knudsen, University of Southern Denmark

Group members:

Christina Therese Brøkker-Knudsen, University of Southern Denmark

Gurli-Maria Gardberg, Åbo Akademi University

Kristin Nordseth, Oslo Metropolitan University

Kristjana Mjöll Sigurðardóttir, University of Iceland

Lene Mari Tonnesen, University of Agder

Linda Gerkman, Hanken School of Economics

Morten Carlson, NTNU

Per Edenhavn, Swedish University of Agricultural Sciences

Stefan Kaasalainen, Karlstad University
Stine Floutrup, Roskilde University

A new member from the University of the Faroe Islands is expected to join the group.

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 member institutions' staff working with student administration and to disseminate knowledge via seminars and webinars.

Activity goals 2022-2023

- Monthly meeting online for the next 7 months as the group is planning a conference
- Conference in Uppsala, Sweden, 13th to 15th of June 2023

Sustainability

Members

Group leader:

Kristina von Oelreich, KTH Royal Inst. of Technology

Group members:

Caroline Aggestam Pontoppidanm, Copenhagen Business School

Katinka Elisabeth Grønli, University of Oslo

Kristina von Oelreich, KTH Royal Institute of Technology

Sólrun Sigurðardóttir, University of Iceland

Tomas Refslund Poulsen, University of Copenhagen

Tommi Lehtonen, University of Vaasa

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 2022-2023

- Baseline on sustainability actions and the next step among the universities in the Nordic countries.
- Universities climate footprint
 - Climate compensation
 - Business travelling
- Circular economy (furniture flows)

Agenda point 2: Summary of Accounts and Auditor's statement

NUAS Settlement pr 1.1. 2021 – 31.12.2022.

2021

The NUAS presidency was transferred to Iceland (University of Iceland) August 1, 2021. The first table below shows the Norwegian settlement for the first half of the year and the amount that was transferred to Iceland. The second table shows the operational costs the second half of the year and the year end's status.

All amounts are in Norwegian crown unless otherwise stated. The explanatory notes are for the term that Iceland has presided, that is from August 1, 2021 (01.08.2021). The financial settlement from Norway, for the first half of 2021, is presented to show the overall plan for the year 2021.

Financial Settlement UIO				2021			Financial Settlement UI				2021	Rate	15,169
NORWAY								ICELAND					
NUAS UIO 1.1.-31.8.2021								NUAS UI 1.9.-31.12.2021					
NUAS	Account	Budget 2021	Diff.					NUAS	Account 2021	Budget 2021	Diff.		
Transferred from 2020	- 4.857.817	- 4.857.817	- 0					Transferred from UIO	- 5.035.166				
Income								Income					
Income membership fee (50%)	- 601.120	- 601.120	-					Income membership fee (50%)					
Total:	- 601.120	- 601.120	-					Total:	-	-	-		
Secratariate								Secratariate					
Salary incl. Overhead	392.625	840.000	- 447.375					Salary incl. Overhead	197.772		197.772		
Running Costs	3.771	25.000	- 21.229					Running Costs	11.959		11.959		
WEB Development & Running Cos	27.375	60.000	- 32.625					WEB Development & Running Cos	1.224		1.224		
			-					Travel cost	5.332				
			-										
Total Operating & Salary Costs	423.771	925.000	- 501.229					Total Operating & Salary Costs	216.286	-	216.286		
Support								Support					
			-					Planning Groups	19.790		19.790		
			-										
			-										
Total Support:	-	-	-					Total Support:	19.790	-	19.790		
			-										
Balance:	- 177.349	323.880	- 501.229					Balance:	236.076	-	236.076		
Transfer to Iceland NOK	- 5.035.166							Balance Iceland ISK	3.581.040				
Transfer to Iceland ISR	- 76.378.438							Transfer to 2022 ISK	- 72.797.398				

2022

The table shows the turnover for NUAS in Iceland for the year 2022, in total for the Presidency and Program for Leaders (PLA) and the status at the end of the year.

The following are tables that show each project.

Financial Settlement NUAS 2022			
TOTAL 2022			
NUAS 1.1.2022-31.12.2022			
	Account 2022	Budget 2022	Diff.
Transferred from 2021	- 5.051.867	- 5.051.867	-
	-	-	-
Income			
Income membership fee	- 1.302.831	- 1.381.080	78.249
Profit seminar/forum	- 294.920	- 60.000	234.920
Total:	- 1.597.751	- 1.441.080	156.671
Secretariate			
Salary incl. Overhead	684.818	840.000	- 235.663
Running Costs	193.181	25.000	14.057
WEB Development & Running Costs	56.328	60.000	- 3.672
Travel cost	42.738	60.000	- 36.191
			-
Total Operating & Salary Costs	977.065	985.000	- 7.935
			-
Support			
Iceland Travel Support	-	100.000	- 100.000
Directors meeting	-	150.000	- 150.000
Grant for planning groups	-	330.000	- 330.000
Total Support:	-	580.000	- 580.000
			-
Balance 2022	- 620.686	123.920	- 744.606
Transferred to 2023	-	5.672.552	NOK
	-	81.741.479	ISK

Here below are tables showing how the cost is divided between the Presidency and PLA.

Financial Settlement	2022	Rate	14,41	Financial Settlement	2022		
ICELAND - Presidency				ICELAND - PLA			
Presidency 1.1.2022-31.12.2022				PLA 1.1.2022-31.12.2022			
	Account 2022	Budget 2022	Diff.		Account 2022	Budget 2022	Diff.
Transferred from 2021	- 5.051.867	- 5.051.867	-				-
Income				Income			
Income membership fee	- 1.302.831	- 1.381.080	78.249	Income membership fee			
Profit seminar/forum	- 294.920	- 60.000	234.920	Profit seminar/forum			
Total:	- 1.597.751	- 1.441.080	156.671	Total:	-	-	-
Secretariate				Secretariate			
Salary incl. Overhead	604.337	840.000	- 235.663	Salary incl. Overhead	80.481		
Running Costs	39.057	25.000	14.057	Running Costs	154.124		
WEB Development & Running Costs	56.328	60.000	- 3.672	WEB Development & Running Costs			
Travel cost	23.809	60.000	- 36.191	Travel cost	18.929		
Total Operating & Salary Costs	723.531	985.000	- 261.469	Total Operating & Salary Costs	253.534	-	-
			-				-
Support				Support			
Iceland Travel Support		100.000	- 100.000				
Directors meeting		150.000	- 150.000				
Grant for planning groups		330.000	- 330.000				
Total Support:	-	580.000	- 580.000	Total Support:	-	-	-
			-				-
Balance:	- 874.220	123.920	- 998.140	Balance:	253.534	-	253.534

In the Norwegian settlement for Program for Leaders (PLA) 2020-2021 there was a positive result of NOK 17.710. A cost that was due to the seminar in Iceland was not included in these numbers as it came about later in time a total of NOK 253.534 as shown above. The overall outcome of the PLA 2021-2022 was then negative of NOK 235 824.

Financial status

A transfer of NOK 5.035.166 was made by Norway to Iceland mid-year 2021.

After the operating year 2021 NOK 5.051.967 were transferred to the year 2022. At the end of the year 2022 the NUAS accounting shows a credit of NOK 5.672.552 (ISK 81.741.479).

The confirmation from the Head of Finance Division at the University of Iceland that these funds are in a bank account is here below.



Income

Income due to membership fees for the year 2022 were NOK 1.302.831 The income is divided as following

1. Category 1: The Faroe Islands, Green and special fagskoler: Kontingent 4.000 DKK per year
2. Category 2: University with fewer than 2.000 students: Kontingent 7.800 DKK pr år
3. Category 3: Universities with more than 2.000 students: Kontingent 16.000 DKK pr år

The profit from conferences and related activities was NOK 294.920 for the year 2022. No income was received for PLA 2019 as they had already been collected before Iceland took on the NUAS presidency.

Salary and overhead

Salary including overhead for NUAS operation in Iceland 2021 was NOK 197.772.- and NOK 604.337 for the year 2022. Labour cost is due to an employee in a 40% job position, a computer programmer including overhead. Labor cost for PLA 2022 was NOK 80.481 which is due to an employee supervising preparation for the program. Labour cost was under estimation.

Running costs

The total running cost including salaries was under budget as a whole even though some individual items were higher. This is due to the fact that salary and travel costs was lower than was planned.

Audit report NUAS for 2021-2022

We have audited the accounts for "The Nordic University Administrators' Co-operation" (NUAS), for the financial years 2021 - 2022. The accounts for 2021 show a loss of NOK 58.727, while the accounts for 2022 show a profit of NOK 620.686. The financial result each year is allocated to a safety buffer in the balance sheet. After disposition, the balance as of 31 December 2022 is NOK 5.672.552 (ISK 81.741.479). The closing balance is confirmed by the University Head of Finance Division, see attached statement.

The accounts for these years have been reviewed and we believe the accounts give a correct picture of the network's activities during the period.

Agreed control actions haven't revealed any discrepancies, see the attached Report regarding agreed control actions.

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 Iceland, which are audited by The Icelandic National Audit Office. The National Audit Office has not uncovered matters worthy of criticism in the audit of the University of Iceland.

We propose that the general meeting approve the accounts and balance sheet for NUAS for the financial years 2021 and 2022.

This report is digitally signed in May 2023 as shown.

Harpa Halldórsdóttir
Director of Finances and Analysis
University of Akureyri

Kristín Theodóra Ragnarsdóttir
Financial Manager
Agricultural University of Iceland



Harpa Halldórsdóttir



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Harpa Halldórsdóttir
2509683359
Dags: 03.05.2023
Tími: 16:13:09
Astæða: Samþykkt
Signet ID: 61abe8ba-f8a7-
42ca-a1c3-10fa7af85e79

Kristín Theodóra Ragnarsdóttir



Undirritað af:
Kristín Theodóra
Ragnarsdóttir
1406624379
Dags: 03.05.2023
Tími: 16:10:47
Astæða: Samþykkt
Signet ID: 61abe8ba-f8a7-
42ca-a1c3-10fa7af85e79



Independent Report of Factual Findings on income and costs declared for NUAS 2021-2022

The Report includes the agreed-upon audit procedures carried out and the factual findings examined for the accounts of the years 2021 and 2022, which state a loss of NOK 58.727 in 2021, and a profit of NOK 620.686 in 2022 (a loss of NOK 253.534 for PLA, a profit of NOK 874.220 for administration/operations). The closing balance 31.12.2022 is NOK 5.672.552 (ISK 81.741.474).

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.	Ok
2.	Check that the salary is registered in accordance with employment agreement and the approved budget.	Salary is within 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.	The total wage costs including overhead for 2021 and 2022 are in line with the approved budget. Overhead costs are 20% of the total salary paid.	Ok
4.	Check 10 vouchers within the category operating costs. Check 3 suppliers in relation to procurement regulations.	Costs are documented and charged correctly. Purchases are in line with Icelandic Law on public procurement.	Ok Ok
5.	Check 8 vouchers within travel and catering and make sure that the costs are in line with the state's personnel regulations for travel, catering, diet rates, that all documentation for expenses (hotel, flight, cheapest travel way etc is attached).	Costs for 8 vouchers are documented and in line with state's personnel regulations.	Ok
6.	Settlement of profits from 1 seminar or conference: 1 conference – Joensuu Finland, August 2022.	List of participants have been presented and is reconciled with income.	Ok



	- That the list of participants is reconciled with income in the accounts.	Budget and accounts for the conference have been presented. Vouchers are documented and cost is within the line of the budget.	Ok
7.	Check that financial support for Iceland 2021-2022 is documented.	Documented with invoice/payment and within combined budget 2021-2022.	Ok

In addition to the findings above, we note:

Closing balance 31.12.2021 and opening balance 1.1.2022 match in ISK but due to difference in exchange rate ISK/NOK those balances do not match in NOK as stated in the tableau below:

	NOK	ISK	Exchange rate	
Opening balance 1.1.2021	-4.857.817	-73.688.232	15,169	Rate at transfer from UIO to UI
Operating loss Precidency and PLA	58.727	890.834	15,169	Rate at transfer from UIO to UI
<u>Closing balance 31.12.2021</u>	<u>-4.799.090</u>	<u>-72.797.398</u>	15,169	Rate at transfer from UIO to UI
Opening balance 1.1.2022	-5.051.867	-72.797.398	14,410	Rate at the end of Year 2022
Deviation	252.777	0		
Opening balance 1.1.2022	-5.051.867	-72.797.403	14,410	Rate at the end of Year 2022
Operating profit Precidency	-874.219	-12.597.496	14,410	Rate at the end of Year 2022
Operating loss PLA	253.534	3.653.425	14,410	Rate at the end of Year 2022
<u>Closing balance 31.12.2022</u>	<u>-5.672.552</u>	<u>-81.741.474</u>	14,410	Rate at the end of Year 2022
Closing balance 31.12.2022 Tableau	-5.672.552	-81.741.474	14,410	Rate at the end of Year 2022
Deviation	0	0		

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 Inspectors do not give a statement of assurance on the Financial Statements.



Had the Inspectors 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 their attention and would have been included in the Report.

This report is digitally signed in May 2023 as shown in the next page.

Harpa Halldórsdóttir

Director of Finances and Analysis

University of Akureyri

Kristín Theodóra Ragnarsdóttir

Financial Manager

Agricultural University of Iceland



Harpa Halldórsdóttir



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42ca-a1c3-10fa7af85e79

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Agenda point 3: Budget 2023–2026

NUAS Budget 2023 - 2026						
	2022 Budget	2022 Result	2023	2024	2025	2026
Estimated transfer from previous year	5.013.477	5.051.867	5.672.553	5.386.633	3.893.713	2.940.793
Income						
Membership fees	-1.381.080	-1.302.831	-1.379.080	-1.379.080	-1.379.080	-1.379.080
PRofit Seminars/forum	- 60.000	- 294.920	-	-	-	1
Total:	- 1.441.080	- 1.597.751	- 1.379.080	- 1.379.080	- 1.379.080	- 1.379.079
Secretariate						
Salary incl. Overhead	840.000	684.818	840.000	1.227.000	1.227.000	1.227.000
Operating Costs / Office (Running Costs)	25.000	193.181	10.000			
Travels - Secr. & Board Leader	60.000	42.738	50.000	50.000	50.000	50.000
West Nordic Travel Costs			100.000	100.000	100.000	100.000
WEB Operation & Development	60.000	56.328	50.000	50.000	50.000	50.000
Total Operating & Salary Costs	985.000	977.065	1.050.000	1.427.000	1.427.000	1.427.000
Support - special events						
Plangroup support	330.000		100.000	330.000	330.000	330.000
Travel	100.000					
PLA - travel cost for planning group			50.000	50.000		
PLA - additional support			90.000	90.000		
Board and group meetings in May			75.000	75.000	75.000	75.000
Strategic meeeting, Copenh., Jan. '24			100.000	900.000		
Director seminar, Stockholm May '23	150.000		200.000			
"Stor seminarium"					500.000	500.000
Total Support:	580.000	-	615.000	1.445.000	905.000	905.000
Total cost	1.565.000	977.065	1.665.000	2.872.000	2.332.000	2.332.000
Result	123.920	- 620.686	285.920	1.492.920	952.920	952.921

In general, the budget mirrors the income, cost of the Secretariate along with support of special events.

It is foreseen that the NUAS Secretariat will be transferred to Denmark January 1st, 2024 (See Appendix). There is a raise to the cost of the Secretariat mainly due to the factor that after consideration and looking over the projects that the Secretariat and General Secretary are responsible for the job position will be raised from a 40% work role to an 80% work role.

The former Norwegian Secretariat (University of Oslo) has notified that after having transferred funds to Iceland an amount of NOK 30.000 was left to be paid and put into the budget for 2023.

The member fees for 2022 were sent out in their full amounts vs. reduction that was made for 2021.

Category I: 4.000 DKK

Category III: 16.000 DKK

Two major events are coming up for the years 2024 and 2025. In January 2024 a strategic meeting will be held in Copenhagen and the "Stor Seminar" is scheduled for 2025. This sheds light on the raise of cost in the category Support for special events for the year 2024.



Agenda point 4: Revision of NUAS statutes and administrative guidelines.

(Changes are marked in red)

Statutes

Funding

a. NUAS' core activities are funded by the member institutions through membership fees.

Financial gain is not the purpose of NUAS' activities; activities shall be budgeted according to the break-even principle.

b. Finances should be managed in such a way as to accumulate a capital amount which is sufficient to cover one year of operational costs, exclusive of external funding, should the need arise. This equity functions as a reserve for unforeseen expenses and loss of income.

Administrative guidelines

Administrative guidelines for organizing NUAS activities

Division of responsibilities in connection with NUAS activities (seminars/conferences/workshops etc.)

- For an activity to be organized under the aegis of NUAS, the institution(s) responsible for the practical organization must enter a contract with NUAS.
NUAS activities are available exclusively to employees at NUAS member institutions.

The host institution has the following responsibilities:

- Administration of participant registration and fee payment.
- Organizing practical details such as venues and [local] transportation.
- Helping to organize the social program.
- Together with the Special Interest Groups, taking responsibility for budgeting, accounting, and financial reporting after the conclusion of the event.
- **If there is a deficit after a seminar/conference, NUAS will split the deficit 50/50 with the host institution up to a maximum amount of 100.000 NOK**
- Notifying NUAS a minimum of six months in advance if the activity cannot be held. In the event if the host institution notifies NUAS of their inability to fulfil the contract relating to the event less than six months before the planned event date, the host institution will be held responsible for the costs associated with planning, cancellation or moving the activity.

Responsibilities of the Special Interest Group(s):

- The formal conference content.
- Contact and agreements with presenters, facilitators, etc.



- Providing administrative support to the host institution as needed.
- Creating a website for the activity together with NUAS and linked to nuas.org.
- Together with the host institution, taking responsibility for budgeting, accounting, and financial reporting after the conclusion of the event.
- **Ensuring that the participation fee is paid.**
- Completing the final activity report to NUAS (program, participant lists, and accounting) within six months.

The NUAS General Secretary is responsible for:

- Ensuring that the contract between NUAS and the host institution is signed.
- Presenting reporting from the activity to the Board of Directors.

Seminar fees

- NUAS activities shall be budgeted in accordance with the NUAS bylaws and shall not be organized with the intention of generating financial profit. **This means that webinars in general should be arranged free of charge. Seminars on the other hand, in general, may have a participation fee to cover seminar expenditures.**
- **The NUAS group members responsible for organizing the activity are exempted from participation fees.**



Agenda point 5: Nomination of auditors for 2022-2023

NUAS proposes the nomination of the following persons as auditors and substitute auditor for 2023-2024

- Auditor1: Harpa Halldórsdóttir, Director of Finance and Analysis Akureyri Unive
- Auditor 2: Theodóra Ragnarsdóttir, Operation Manager, Agricultural University of Iceland.
- Substitute auditor: Hólmar Erlu Svanson, director, University of Akureyri

Guðmundur R. Jónsson

NUAS Chair



Appendix

The advantages of investing in Microsoft 365

Communication

- With all documents hosted in a central cloud it will be easier to share documents and co-operate on files.
- By using Teams, all communication within groups and between groups will be much simpler and more accessible.
- Inviting and hosting meetings is simple.
- Taking meeting notes is more automatic, meetings can be recorded and kept in the cloud for reference.
- Preparation for joint events will be made easier as tasks and documents can be easily shared.
- Working groups can be established on specific projects.
- All meeting minutes will be stored in the cloud.
- Communication between group leaders (both meeting, chat and files) will be even more effective and efficient by using one holistic system and method.
- Improve co-operation when working on joint events such as seminars and conferences (Planning teams can be formed, to-do lists and agendas where everyone in the team can easily access)

Ownership

- NUAS ownership of data. Nothing gets misplaced or archives lost when individuals or institutions leave the network
- Photos and promotional materials

Transfer of Chair

- Easier overflow of information when NUAS leadership moves between institutions.
- All data and material is hosted in the same place – regardless of which country hosts the Chair
- General secretary's information all kept within TEAMS in the cloud. Easy to change access and learn from the past.
- Same email addresses – different individuals in the roles

History

- Much of the history of NUAS's groups has not been archived centrally when group leaders and group members leave the group resulting in a loss of valuable information.
- Archive group activities, photos from events, and the history of NUAS

Presentation concerning the Danish presidency.

When Denmark takes over the presidency of NUAS, in January of 2024, Universities Denmark will hold the position of secretary general of NUAS.

Universities Denmark is the cooperation and interest organization of all the danish universities. As such Universities Denmark handles secretarial services for various committees and workgroups, including the Committee University Directors'. This committee consists of the directors of the universities and is tasked with appointing members to the NUAS board.

The task of Universities Denmark is to coordinate meetings and promote common positions among universities. When a common position is reached, the organization has the mandate to seek to gain influence with politicians, civil servants and stakeholders, through the day-to-day representation of interests.

The secretariat of Universities Denmark consists of 14 employees who handle management services for the universities' upper management. Therefore, the tasks of being general secretary of NUAS will fit well into the organization's portfolio. The general secretary will be able to spar with the secretariat's other employees and will also be able to get assistance with IT and finances.

Transition to the Danish Presidency

Upon the transition to the Danish presidency on the 1st of January 2024, Universities Denmark recommends the following:

- That the current general secretary prepares accounts and an audit for the fiscal year 2023
- That as of 1st of January 2024, an advance amount will be transferred to Universities Denmark to cover bills until NUAS' financials is transferred to Universities Denmark, after the board has approved the accounts for 2023.
- That the accounts and budget under the Danish presidency are drawn up in Danish currency
- That the PLA program is drawn up by the current organizers going forward, but that the general secretary of NUAS supports the work.
- That funds be set aside so that Universities Denmark can handle the task of NUAS general secretary with 0.8 full-time employee
- That 20% overhead is budgeted to cover expenses for employees in Universities Denmark, including IT and finance.
- That funds be set aside so that the current NUAS general secretary can cover salary costs for 0.2 full-time employees until 1 April 2024 to facilitate the transition and to ensure the implementation and follow-up of the strategy seminar in January/February 2024. This would amount to NOK 210,000.



Description of the general secretary's profile

The general secretary shall carry out the following tasks:

- Prepare meeting materials for various meetings and follow up on decisions
- Support and coordinate the work in various workgroups
- Arrange meetings, seminars and larger events
- Prepare the budget and accounts for NUAS, and ensure that this complies with applicable regulations
- Be responsible for communication, including the website nuas.org

The general secretary will have close cooperation with the chairman but will refer to the director of Universities Denmark on a daily basis.

It is estimated that the salary and placement of the general secretary in Universities Denmark will have the following costs:

- 0.8 man-years - NOK 1.023.000.
- 20% overhead – NOK 204.000