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Minutes of the meeting of the Main Liaison Committee (HSU) on 15 June 2026

Participants: Per Michael Johansen (PMJ), Anne Marie Kanstrup (AMK), Søren Lind Christiansen (SLC), Karina Dahl Steffensen (KDS), Søren Kristiansen (SK), Frederik Hertel (FH), Lotte Brunø (LB), Louiza Bohn Thomsen (LBT), Palle Steen Hansen (PSH), Thomas Lykke Andersen (TLA) and Michael Toft Overgaard (MTO).

Unable to attend: Thomas Bak (TB), Jesper Lindgaard Christensen (JLC), Klaus Kjær (KK), Søren Kristiansen (SK) and Kristoffer Aagaard Stormark (KAS).

Other participants: Vibeke Pedersbæk (VP), Christina Lademann Wiederholt (CLW) and Carina Fristrup Mathiesen (CFM), ref.

Item 1. Approval of the agenda

Recommendation: It is recommended that the HSU approve the agenda.

HSU approved the agenda.

However, cf. item 5 on the agenda "discussion of the implementation of the Master's degree reform in relation to supervision and examination activities during the main holiday period", FH noted that it may be relevant to discuss the other changes proposed by the government later. There was agreement that the subject could be taken up later.

Follow-up:

The point can be taken up again at a later HSU meeting when there is further clarification on the other changes in connection with the Master's degree reform.

Re item 2: Information about and discussion of the further process in connection with the projects in the HR and Finance areas

Appendix: 2.1 Proposal for a process for staffing the new joint units in HR and Finance areas
Annex 2.2 Selection criteria
Appendix 2.3 Offers for staff members who are made redundant as a result of the current reorganisations
Appendix 2.4 Process plan for the Finance Hub project
Appendix 2.5 Timetable for the project Future HR.

Recommendation: University Director recommends that HSU discuss the proposal for the process for staffing the new HR and Finance units as well as selection criteria, and takes note of the information on the status and further process of the ongoing projects.

SLC informed about the further process in the projects in the HR and Finance areas, which were being discussed in HSU for the second time. It was emphasised that the work is still based on the same general principles as at the first reading, but that the process proposal is now described in more detail.

SLC presented the principles of the process for staffing the new units. Phase 1 will seek to relocate the staff members who primarily handle the tasks that are being moved, provided that the staff members wishes to be considered for the position, meets the qualification requirements in the position and competence profile. Phase 2, which concerns external advertisements, may be relevant if all positions cannot be filled by redeployment in the first phase, or if the need for competence is not met. Phase 1 and phase 2 are organised within the current rules for internal reassignment, as a deterrent measure, and recruitment via public advertisement, respectively.

SLC clarified, among other things, that any harmonisation of salary is assessed in relation to the classification and conditions of the new position, and that changes are handled in accordance with the applicable rules and notified after the ordinary deadlines. For staff members who do not obtain employment in the new joint units, the further process is handled locally in the relevant management line.

SLC then informed about the status and schedules for the individual projects. For Future HR, it was stated that the project is still in an analysis and clarification phase, where the focus in the coming period is on task clarification, interfaces and resource needs, while the Finance Hub is ready to enter the staffing phase starting after HSU meeting this week.

SLC called for perspectives from HSU. In this connection, LB produced a number of considerations from the employees' side. There was a specific question about the gross list of employees who have been appointed to phase 1 in connection with the Phase 1 project. The Finance Hub, and to how the statement had been obtained, just as it was pointed out that TR could benefit from gaining insight into the list. SLC explained that they have looked at Oracle licenses and taken as a starting point average processes that are currently handled locally, but that he would like to follow up on this more closely. (Follow-up note: After the meeting, we have found out that the list has been qualified through discussions with the management at the departments and in the administrative units).

LB also emphasised that the issue of harmonisation of pay is a matter of concern to the staff members, and that there may be cases where a salary reduction is not perceived as reasonable. At the same time, a wish was expressed to maintain the joint meetings with TR and AMR. Furthermore, a great deal of attention was pointed out to the well-being of both the staff members who move and the staff members who stay behind - this is a shared responsibility. It was also pointed out that there was a desire to follow up on the Finance Hub at the end of the year with a view to any experiences that can be taken further in the process for the Future of HR. The committee agreed to this.

PSH highlighted a point of attention in relation to which tasks will move to the Finance Hub, but also in relation to the tasks that do not, so that there is still sufficient capacity for the remaining tasks locally. SLC agreed with the attention, but at the same time reminded that there are significant savings requirements and that the goal is to reap the benefits that are possible. It will be a balancing act. MTO also had a point of attention in relation to when the department management team and the faculties will step in to handle the remaining tasks when phase 2 is completed. SLC explained that this will be discussed at the head of department meeting on Tuesday 16 June. TLA had a consideration that the basis for selecting some staff members and especially others not can be perceived as flimsy with reference to a short CV section of 10 lines.

The staff had no comments on the selection criteria, cf. Appendix 2.2.

SLC indicated that the process will be handled as properly as possible and invited the relevant staff members to bid for the positions. Finally, it was emphasised that the well-being of both the employees who are directly affected by the process and the employees who remain in the existing units is an important point of attention in the further process.

Follow-up:

The status of the Finance Hub may be discussed in HSU at the end of the year with a view to gaining experience in the Future HR.

Re item 3: Discussion of proposals for AAU's budget principles 2027

Appendix: 3.1 Overview of AAU's current budget principles 2022-2026 and proposed changes with effect from 2027.

Recommendation: Rector recommends that HSU discusses the proposal for AAU's budget principles for 2027 and makes any comments on the proposal.

PMJ informed about the proposal for AAU's budget principles 2027 and explained the process that has taken place in the Executive Board leading up to the presentation of the proposal to the Board on 24 June. It was emphasised that the current budget principles expire and that it is proposed that the new budget principles will follow the strategy period so that the budget principles can better support the realisation of the strategy (2026-2029).

The main amendments were examined. The proposal is based on a balanced approach to data, where incentives in the budget model are intended to support the university's strategic direction and management priorities. PMJ then presented the overall structure of the budget model, including the distribution of educational funds and basic research funds, the use of the strategy pool and the contribution model for joint functions, joint university activities, innovation and buildings, respectively. It was emphasised that the model as a whole must support an incentive for growth in external repatriation, as this is considered to be the area where the university actually has the opportunity for economic growth.

PMJ also reviewed the overall implications of the proposal. On behalf of JLC, which was absent, FH had several comments on the presentation of the case. It was noted that, in the opinion of JLC, item 4 in conjunction with items 10 and 11 may mean that education-heavy areas, including SSH, are placed less favourably. JLC had expected that the principles would contain a normal state of affairs for the contribution of grant-funded activities to common functions (FF) and joint university activities (FU), so that these are included on an equal footing and not at a reduced rate. In addition, for item 6, examples were requested of which agreements are referred to in the recommendation. PMJ explained that the calculations are based on old figures, but that no faculties as a whole will lose their budget as a result of the new principles. Updated financial conditions are not expected until after the summer. SLC added that there are several simultaneous movements in the model, including that contributions are relatively decreasing because the total pool is larger as a result of increased basic funds. It is expected that the contribution to the financing of joint functions (FF) will increase in the next budget year, partly as a result of the Finance Hub, while the administrative pressure is expected to decrease from 2027. Regarding joint university activities (FU), it was emphasized that the area is still characterized by significant common expenses, including for e.g. licenses and the library.

It was commented that the shifts in the model are limited overall, and the most important thing is to a greater extent the incentive structure that the model establishes in relation to growth in external repatriation. In addition, PMJ explained that many different models have been discussed, but that, in the management's assessment, the proposal presented has the lowest overall consequences for the University. The different views one can have on such a model were acknowledged.

FH pointed out that it was a pity that the future dean of SSH has not been involved in the process, and PMJ expressed understanding for this. In the discussion, it was pointed out that it can be difficult to fully process the model when it is based on old figures. PMJ explained that the draft of the Finance Act is expected to be presented in August, and that the budget work will then be based on the new budget principles.

HSU took note of the proposal.

Follow-up:

The consequences of the budget principles can be discussed again when the updated figures are available after the summer in connection with the budget work for 2027.

Re item 4: Discussion of HSU's cooperation and working methods

Appendix: 4.1 Overview of committees relevant to HSU.

Recommendation: HSU secretariat recommends that the Main Liaison Committee discuss the committee's cooperation and working methods and, on that basis, discuss any adjustments that the evaluation will give rise to.

HSU discussed the cooperation and working method in the committee, cf. the cooperation agreement (2021) section 2.

The staff representative emphasized that there is generally a good atmosphere in the committee and that there is room for disagreement without it affecting the collaboration negatively. There was a general attitude that the committee's cooperation has been in a positive development. However, it was also pointed out that some discussions may give the impression that the decision in practice has already been made when the matter is discussed in HSU. It is therefore important that the committee's consideration does not take on the character of an "illusory" discussion. In this connection, it was pointed out that in some cases, such as the budget model, cf. point 3, it could have been advantageous to have dealt with earlier in HSU.

The staff also expressed a desire to maintain and activate Staff representative of the Staff Policy Committee (PPU) to a greater extent, including discussing the future structure and composition of the committee. It was urged that the new Deputy Director of HR, CLW, should be part of the committee, while Jesper Wengel's place should be considered more closely since he is now prorector and not dean. At the same time, there was an attention to activating PPU more on relevant conditions to support a better and more effective treatment at the HSU afterwards.

In conclusion, FH pointed to a desire for more dialogue on the material in the agenda, while at the same time acknowledging the good cooperation on the creation of the agenda. FH also wanted a clearer indication in the minutes of where there is no consensus on a point of view.

Re item 5: Discussion of the implementation of the Master's degree reform in relation to supervision and examination activities during the main holiday period

Recommendation: AAU Education and Students recommends that HSU take note of the information about the framework for 1-year Master's degree programmes, as well as discuss points of attention in connection with the organisation of supervision and examination activities during the summer period.

AMK provided information on the status of the implementation of the Master's degree reform and presented the national and local framework for the 1-year Master's degree programmes. It was emphasised that the work on implementation continues to be a key element in the university's development, and that several degree programmes are already far along in the planning and development work. The work is now in a phase where the

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local implementation is in full swing. Among other things, joint workshops have already been held, so that knowledge sharing also takes place across departments. It was stated that all vice-deans have been asked to review each other's degree programmes. It is important to ensure good education, and that it is therefore a thorough work. Work is underway towards three application rounds for approval of the new programmes (September 2026 and February and September 2027).

The 1-year Master's degree programmes must be completed in 12 months, and the final thesis of 15 ECTS must be placed in the period 1 May to 31 August. In addition, the month of July is no longer exempt from the setting of deadlines for assessments. The national framework thus changes the existing prerequisites for the organisation of supervision and examination activities, as the activities will extend into AAU's main holiday period. As this entails changes in the organisation of the work, HSU is informed.

HSU was also informed about the structural choices that have already been made at the university, including that there is no work with February admissions, specialisations or project-oriented courses in the 1-year Master's degree programmes, and that exams should be placed continuously throughout the semester.

In the subsequent discussion, it was pointed out that both academic staff and administrative staff may be affected, as during the period of the main assignment, supervision, examination and administrative support must be ensured, while the employees are still entitled to three consecutive weeks of holiday during the main holiday period. On behalf of JLC, which was absent, FH was aware that the notice provisions of the Holiday Act must continue to be respected. It was noted that the 1-year Master's degree programmes make up 10% of AAU's institutional plan. However, the staff representative pointed out that it can still have significant consequences for the staff members who are directly affected, especially in relation to summer holiday planning, family considerations and workload. Uncertainties were also pointed out related to the financial framework for the 1-year Master's degree programmes, to the strain on the corps of external examiners and to the as yet unclarified national prerequisites. FH asked, on behalf of JLC (absent), whether the corps of external examiners is also prepared for the changes. FH also called for HAMiU to consider the Master's degree reform with a focus on the various working environment challenges that the reform may give rise to, including in relation to stress-affected staff members. There was also a desire to take up the issue at HSU at a later date.

HSU took note of the briefing.

Follow-up:

The implementation of the Master's degree reform will be taken up again at HSU at a later date, when there are further clarifications concerning working conditions.

Re item 6: Approval of the meeting schedule and annual cycle for 2027

Appendix: 6.1 HSU annual cycle for 2027.

Recommendation: It is recommended that the HSU approves the meeting schedule and annual cycle for 2027.

HSU approved the meeting schedule and annual cycle for 2027 with the proviso that the joint meetings are also approved by Main Occupational Health and Safety Committee (HAMiU).

Follow-up:

The joint meetings are submitted to the HAMiU for approval.

Re item 7: Information from the rectorate

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Recommendation: It is recommended that the HSU take note of the information.

PMJ informed that there are no significant new announcements from political quarters yet, but that it is expected that the new minister will relatively quickly mark her priorities in the area as she continues in the role. The historically long process leading up to the formation of the government may cause some clarifications to drag on.

It was also pointed out that the question of how to handle EU repatriation in the government basis is an exciting point, especially how they will do it.

PMJ further informed that AAU's strategy was adopted on 9 April 2026, and that the deans are responsible for the implementation of the cross-disciplinary strategic initiatives both cross-cutting and horizontally. It has a great focus.

During the item, questions were also asked about the status of the process for appointing a new dean of SSH. It was stated that the job advertisement has expired, that there is a qualified field of applicants. The first round of interviews will be conducted in the week in question, and the second round of interviews is expected to be held approximately 14 days later. It is expected that the position can be announced in August after the summer holidays. FH asked about the composition of the appointment committee. PMJ will follow up on this.

HSU took note of the briefing.

Follow-up:

The question of the composition of the appointment committee for the new dean of SSH will be followed up.

Re item 8: Orientation from the staff representative

Recommendation: It is recommended that HSU take note of the information.

FH initially informed that he has participated in the Nordic University Teachers' Association, where there were discussions about academic conditions, stress, employment conditions and salary in a Nordic perspective. It was stated that the development in several areas is comparable across the Nordic countries.

The staff representative then gave information from their respective areas. Among other things, it was pointed out that the ongoing processes around the Finance Hub and the Future HR take up a lot of space in the organization, and that the atmosphere in several places is characterized by both uncertainty and pressure. At the same time, the need for attention to well-being and stress in the period before, during and after the ongoing changes was pointed out. It was also emphasised that the personal relationship between VIP and TAP also takes up space in relation to the merger.

In addition, PSH had a concern in relation to the development in sickness absence and well-being challenges. There are more people who contact us with well-being challenges, and there are several long-term sick leaves at the moment. PSH invited CLW to talk about the development.

LBT mentioned that the opening of the new hospital has led to changes and that there have been reactions from the students in relation to admission to the medical school in relation to concerns about the subsequent employment opportunities. It was also stated that the meeting was LBT's last as TR, as she has instead taken up the position of director of studies. The committee acknowledged the good cooperation

HSU took note of the information from the staff representativ

Re item 9: Information from HSU secretariat

Appendix: 9.1 Agenda from the HAMiU meeting on 4 May 2026
Appendix 9.2 Minutes from the HAMiU meeting on 4 May 2026.

Recommendation: It is recommended that HSU take note of the information.

There were no briefings from HSU secretariat.

Re item 10: AOB

Written briefings:
Appendix A Low service days for the holiday year 2026/2027
Appendix B Status from PPU
Appendix B.1 Terms of reference for PPU
Appendix C Information about AAU's fleet management system.

During the item, questions were raised as to whether the appointment of Kjeld Nielsen as vice-dean for research and innovation could have an impact on his membership of the Agency. It was stated that this is not immediately considered to be significant, but that he will resign from the Strategic Council.

LB expressed a desire for ongoing status on digitalisation projects at the university, which SLC considered could well be put on as a later point.

HSU had no comments on the written briefings.

Follow-up:

At a later meeting, an overall status of digitization projects, both ongoing and recently completed, can be given.