AALBORG UNIVERSITET

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Case No.: 2024-232-00224

Minutes of the meeting of the Main Liaison Committee (HSU) on 22 September 2025

Participants: Anne Marie Kanstrup (AMK), Søren Lind Christiansen (SLC), Rasmus Antoft (RA), Karina Dahl Steffensen (KDS), Jesper Wengel (JW), Frederik Hertel (FH), Jesper Lindgaard Christensen (JLC), Lotte Brunø (LB), Louiza Bohn Thomsen (LBT), Rikke Dorothea Huulgaard (RDH) and Klaus Kjær

Unable to attend Per Michael Johansen, Thomas Bak, Thomas Lykke Andersen and Jakob Skovrup Stampe

Other participants: Mikkel Høj Svendsen under item 2, Steen Harrit Jakobsen under item 4, Linda Ibsen and Stine Vestergaard Holmstrøm (ref.)

Item 1. Approval of the agenda

Recommendation: HSU approves the agenda.

The committee approved the agenda.

Item 2: Status of the strategy process

Appendix 2.1 AAU stakeholder analysis – August 2025
Appendix 2.2 Strategy process timeline

Recommendation: HSU takes note of the background for the initiation of the strategy process as well as the timetable for the strategy process and involvement.

AMC informed about the background for initiating the strategy process ahead of time. Many things are happening in the world, and the Executive Board has therefore wanted AAU to be better able to embrace the rapid changes. In addition, we have already come a long way with many of the goals in the current strategy. AMC then presented the committee with the further strategy process. Finally, the committee had the opportunity to ask questions and provide input.

The staff representative had no comments on the schedule, but had a special attention to how the employees will receive a new strategy. JLC commented that a strategy only lives if it is anchored in those who will implement it. Communication to and commitment among employees is therefore important.

In relation to communication, JLC particularly emphasized the word "Focusing" which was mentioned several times. Focusing can give employees the impression that a lot needs to be cut away and only focused on very specific efforts. If focus is to be a core word, communication is therefore extra important, so as not to create questions and insecurity among employees.

The staff representative also mentioned that it is important to give employees the opportunity to provide input. The staff representative suggests a bottom-up approach rather than the fixed form, where it is the head of department who reviews the material and asks for input. One suggestion could be to revive the strategy cafes, which ran prior to the last strategy process. If it still ends up being the head of department who has to gather input, the staff representative encouraged that the heads of department be well equipped so that they understand the importance of their role.

Item 3: **AAU Benchmark with the sector**

Appendix 3.1 Presentation: AAU in the university political landscape

Recommendation: HSU discusses the results of the benchmark and takes note of the briefing.

AMC reviewed the submitted presentation and gave the committee the opportunity to ask questions. The staff representative was very happy with the material and the review, but had a desire to see further benchmarks on the economy. For example, the staff representative wanted a benchmark on wage costs and rent/land. It was decided to examine what figures we already have and start with them. Benchmarking is a big task on many parameters, and it can therefore be an administratively heavy task if we have to obtain new figures.

Follow-up:

The HSU secretariat ensures that the possibility of further benchmarking of the economy is followed up in future analyses.

Item 4: Information on the financial status of 2025 and the budget for 2026

Recommendation: HSU takes note of the briefing.

SHJ presented the financial status of 2025 as well as the process for the 2026 budget. The committee subsequently had the opportunity to ask questions.

FH asked about the process for the new budget model. SHJ informed that the process runs in parallel with the strategy process, so that it is possible to follow the derived effects that may come from the new strategy. This means that the work will continue into the spring of 2026.

JLC asked about the status of the administrative savings. SLC informed that Rector's College has taken action on the matter as a whole. The first meeting was held on 19 August 2025, where the following was clarified:

- Only the universities will be covered by the reprioritisation requirement of DKK 0.5 billion.
- Research administration in the agreement is to be understood as administration in a broad sense. This includes administrative staff, staff functions and VIP time spent on research administration, etc.
- The DKK 0.5 billion in administrative savings should not necessarily only be translated into reductions in full-time equivalents, but can also be found on operations.
- Liberation of finances linked to the field of education will not count.

There will be 3 analysis tracks for the further work

- The 1st track will run until the spring of 2026 and is only for the universities. This track will map which drivers of administration we have in the research area, what are some things that cost money administratively.
- The 2nd track is for all self-governing students under UMERC, and will deal with mapping of potentials for simplification of rules

- The 3rd track is for all self-governing students under UMERC, and will deal with a mapping of common state rules and the institutions' own rules.

On 23 September, the second meeting will be held, and SLC expects the further roadmap to be clarified in more detail. HSU will be informed about the status at the next HSU meeting in December.

Item 5: Discussion of the HSU seminar day 10 November 2025

Recommendation: HSU discusses possible topics for the seminar day, as well as discusses whether there should be a seminar day in 2026.

The staff representative suggested the following topics for the seminar day in 2025: Continuation of benchmarks, competence development, ESG and Sustainability, Maternity, Neurodivergence and retention and recruitment in the research track.

The committee also discussed whether a seminar day should be called in 2026. There are already five ordinary meetings and two joint meetings with HAMiU in the calendar. There were different views on whether there should be additional meeting activity in 2026 or not.

The staff representative also noted that only 1.5 hours had been set aside for the joint meeting with HAMiU in October 2026. It may seem like a very short meeting if larger discussions are to be started. It is also a long trip for HAMiU's members in Copenhagen and Esbjerg, for a very short meeting.

Follow-up:

The HSU chairmanship collects input and discusses the HSU seminar day for both 2025 and 2026.

Re item 6: **Approval of meeting schedule and annual cycle 2026**

Appendix 6.1 HSU annual wheel for 2026

Recommendation: HSU approves the meeting schedule and annual cycle for 2026

The committee approved the dates of the meeting. In the annual cycle, the staff representative wanted an annual status from PPU, ULD and the Danish Council on Climate Change. Information from ULD is already in the annual cycle as part of the joint meeting with HAMiU on 5 October 2026. Information from the Danish Council on Climate Change will also be added as part of the items at the joint meeting with HAMiU in October. In addition, there was a wish that the holiday fund was also mentioned on the annual wheel, so that the committee remembered the election of new members every 3 years. The next time new members will be elected is in 2028.

The committee discussed the possibility of holding a meeting in Copenhagen and Esbjerg. This could, for example, be in connection with strategy cafés or other relevant activities that HSU could participate in after the meeting. No final decision was made, but the possibility is kept open if there is a specific event that HSU can advantageously participate in.

Follow-up:

The HSU secretariat updates the annual cycle and sends it to the committee.

Item 7: Information from the rectorate

Appendix 7.3 PowerPoint from employee workshop August 2025
Appendix 7.2 Workshop and participants in STG and PG

Recommendation: HSU takes note of the information

SLC briefly reviewed the status of the HR and Financial Analysis, which has also been sent out in the written briefing from the Rector's Office. There is a lot at stake, and you can also feel it out in the organization.

The committee had no other comments on the written briefing.

Item 8: Employee orientation

Recommendation: HSU takes note of the information

FH expressed a wish that the entire content of the Rules for Staff members Freedom of Speech be revisited. Among other things, the staff representative wanted a section to be added about the freedom of expression you have as a union representative, where you can speak on behalf of your members.

The staff representative mentioned that some programmes are easier to search for than others on the website. Likewise, there is a perception that only some programmes are marketed, which creates a concern among the employees, as it can make it difficult to recruit for the other programmes. The management commented that recruitment is being worked on in the education strand in other forums, and that there is therefore a focus on it.

Finally, the staff representatives gave a status from their respective areas.

Follow-up:

The Liaison Secretariat forwards the request for a review of the Rules for Employees' Freedom of Expression to the Rector's Office, which is responsible for the rule in the AAU handbook.

Item 9: Information from the HSU secretariat

Appendix 9.1 Minutes, HAMiU 26.06.2025

Recommendation: HSU takes note of the information

The HSU secretariat had no orientation points.

Item 10: AOB

The committee had no comments on any possibly.