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Minutes of the meeting in Main Joint Consultation Committee (HSU), September 21, 2026

Participants: Per Michael Johansen (PMJ), Anne Marie Kanstrup (AMK), Søren Lind Christiansen (SLC), Frederik Hertel (FH), Lotte Brunø (LB), Jesper Franch (JF), Palle Steen Hansen (PSH), Thomas Lykke Andersen (TLA), Michael Toft Overgaard (MTO), Thomas Bak (TB), Jesper Lindgaard Christensen (JLC), Klaus Kjær (KK) and Kristoffer Aagaard Stormark (KAS).

Cancellations: Karina Dahl Steffensen (KDS).

Other participants: Steen Harrit Jakobsen (SHJ), Trine Saaby (TS), Nikolaj Stegeager (NS), Christina Lademann Wiederholt (CLW) and Carina Fristrup Mathiesen (CFM), ref.

Ad 1. Approval of the agenda

Recommendation: It is recommended that HSU approve the agenda

HSU approved the agenda.

Ad 2. Information on the financial status for 2026 and the budget for 2027

Recommendation: It is recommended that HSU take note of the information on the financial status for 2026 and the budget for 2027.

SHJ provided information on the financial status for 2026 and the process for budget 2027. It was initially stated that the figures are based on data up to and including July 2026. The forecast shows an expected profit of approx. DKK 20-30 million. The estimate is still associated with uncertainty, particularly regarding the turnover of external funding and the additional basic research funding. The result could potentially be higher, while the accounting handling of NytSIS could have a negative impact on the result. This is handled as a risk in the accounts.
SLC added that the legal clarification regarding NytSIS is expected to be available around 1 November 2026. JF asked about the personnel consequences of the termination of NytSIS. SLC stated that the termination is not expected to lead to redundancies in itself.

The committee discussed the repatriation of external research funding, which still has a major focus. Overall, the development was assessed positively, as it creates some development opportunities within the research area. There are still differences throughout the year, but SHJ explained that these are usually evened out at the end of the year. The repatriation is around DKK 760 million in September, and the level is still in line with last year. JLC is looking for a benchmark in relation to the sector, to which PMJ mentions that it is on its way.

HSU discussed the use of AAU's operating funds and the need for a coordinated and qualitative prioritisation of the funds so that they did not have too many unused funds towards the 4th quarter. SHJ emphasised that the

new budget model must, among other things, support better budgeting, higher quality in allocation and the possibility of transferring surpluses between years to a certain extent. Finally, SHJ presented the budget process, which follows the established plan. The 2027 budget is scheduled to be presented to HSU on 14 December 2026.

HSU took note of the briefing.

Follow-up:

The presentation will be sent to the committee after the meeting.

Ad 3. Consultation on new travel policy

Appendix 3.1: White paper for missions at AAU (for discussion)
Appendix 3.2: Practice note for the travel policy at AAU (for discussion)
Appendix 3.3: One-pager for the travel policy at AAU (for discussion)

Recommendation: On behalf of the Executive Board, Campus Service recommends that HSU discuss the basis for the new travel policy and the associated material, with a particular focus on employee perspectives, working environment, well-being, equality and local application, provide concrete input for clarifications and adjustments, and discuss points of attention for implementation and anchoring.

TS introduced the consultation material and explained that the upcoming travel policy will create a common, principle-based framework for business travel at AAU. The climate ambitions must be balanced with the university's core tasks, geographical conditions, time consumption, finances, working environment, well-being and inclusion. The purpose of HSU's deliberations was to qualify the material prior to the broad consultation in the organisation and the final consideration by the Executive Board.

The committee generally acknowledged the thorough material and emphasized the holistic and pragmatic approach as well as the choice of principles rather than detailed rules. At the same time, it was pointed out that a principles-based framework requires clear dialogue and local anchoring, so that staff members and managers have a common basis for balancing climate, task performance and consideration for the individual journey. It was also pointed out that there is a need for continuous follow-up so that the policy has a real effect on travel behaviour.

RDH noted that the interpretation of the "transport pyramid" in Annexes 3.2 and 3.3 did not appear logical. TS stated that there had also been different views on the illustration in the working group, and that the comment would be included in the further work.

The importance of incentives that make climate-friendly transport choices more attractive and accessible was also pointed out. In this connection, AAU's online booking system was highlighted. The system is handled by the travel agency CWT, with which AAU has a contract until the end of 2028, and primarily supports the booking of flights and hotel stays. TS stated that a dialogue will be initiated with CWT about the possibilities of, among other things, making relevant alternatives to aircraft visible.

SK and MTO highlighted the possibility of supporting the incentive with data. SHJ stated that they are working on dashboards that can show travel activity for the individual unit and broken down into different types of travel. There was support for the fact that data can support local management dialogue, joint prioritisation and visibility of development. At the same time, it was emphasised that the follow-up should maintain the ambition of reduction without taking on the character of individual control.

HSU's comments will be included in the further processing of the material leading up to the broad consultation in the organisation and the Executive Board's final consideration

Ad 4. Information on strengthening the area of university pedagogical competence development at AAU

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

AMK framed the orientation on the basis of AAU's framework for the merit of university pedagogical competences. The framework makes visible, among other things, the expectations for teaching and research in relation to the PBL model as well as how competence development can be supported in the dialogue between manager and employee, including through performance appraisals.

AMK informed that the area has been discussed for a long period of time, first in DSUR and then in the Executive Board. The Executive Board has decided to continue working on a common framework for ongoing university pedagogical competence development. The initiative builds on AAU's existing university pedagogical foundation.

For full-time associate professors and professors, the starting point is a continuous competence development cycle of 30 hours within a three-year period, with proportionate adjustments for part-time staff members. It was emphasised that the number of hours constitutes a common framework and not a standardised course. The implementation must be flexible and adaptable to the individual teacher, groups of lecturers or needs at department level.

The activities can consist of, among other things, courses, tailor-made courses and development close to one's own teaching practice. It must be possible to supplement internal offers with relevant external offers. The responsibility for competence development of academic staff is still anchored at the departments, while IAS PBL contributes with university pedagogical offers and academic support.

The Committee expressed support for the initiative and acknowledged the holistic and pragmatic approach. At the same time, resource considerations were discussed, including the relationship to research time and the possibility of carrying out competence development within the existing framework. PMJ emphasised that competence development is part of the university's absolute core task and a shared responsibility, and that the management must create the framework for the development to be carried out. He also pointed out the importance of the teachers continuously developing and adapting the teaching to the students AAU admits.

TLA questioned whether a fixed number of hours is the most appropriate form of management, or whether more emphasis should be placed on the competencies that must be developed in order to deliver good teaching. MTO noted that a common framework is positive. Several pointed out that the initiative may help to support better and more effective teaching and ultimately contribute to more research time. NS added that the offers must be flexible and support the different needs of the teachers. The ambition is for the teachers to be able to develop their teaching while strengthening their research skills.

AMK emphasized that the development of AI in a short period of time has challenged the university sector significantly. The development raises questions about how teaching should be organised, how AI can be used appropriately in teachers' own learning and research, and what skills teachers and students will need. The rapid development requires both continuous adjustment and a long-term perspective on the content and quality of the programmes. AI must therefore be included as a central focus in the university pedagogical competence development, while PBL continues to be developed as AAU's pedagogical position of strength under the changed conditions for teaching and learning. There was broad support in the committee for this focus, which has also been a wish of the Executive Board.

The specific design and further roll-out must now be qualified and approved in DSUR in the autumn of 2026. A pilot programme is being developed in collaboration with ENG with the aim of testing what works and how the effort can subsequently be scaled more broadly at AAU.

HSU took note of the briefing.

Ad 5. Information from the rectorate

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

SLC handled the item and the subsequent items when PMJ and AMK left the meeting early due to a visit from the Chinese ambassador.

SLC informed about the change in the rector's delegation instructions in the personnel area. The change brings together the formal and effective personnel management of the heads of department, who will in future be given the authority to hire, dismiss and sanction academic staff, with a few exceptions. At the same time, a framework has been established for the exercise of the competence. FH would have liked to have had an earlier and clearer briefing and discussion in HSU, and also pointed out that the change could feel "unbalanced". In addition, TB raised questions about decentralisation in some areas, e.g. the delegation instructions for the context of the ongoing centralisation processes in the HR area. SLC stated that these are different processes and that the purpose of the amendment to the delegation instructions is to support the heads of department's personnel management.

SLC then briefly informed about the board's remaining meetings in 2026, including what topics are on the agenda. Information was also provided about the appointment of Berit Klitgård Jakobsen as TAP representative in the Rector's Election Committee. Klaus Kjær will take over the mandate if Berit Klitgård Jakobsen's appointment as head of department is extended beyond 1 January 2027.

SLC also provided information about the reorganisation and dismissal process at HST. The background was that the staff representative had raised doubts as to whether the process had been organised in accordance with the State Cooperation Agreement, while the management side assessed that it had been complied with. From the management side, it was emphasised that the Joint Consultation Committee at HST had had the opportunity to discuss the management's proposal before the head of department made a final decision on the reorganisation and the intended dismissals. The discussion in the department's Joint Consultation Committee on 10 September 2026 thus aimed to include the staff representatives views and proposals in the basis for the final management decision. It was stated that HR had been involved in the organisation of the process in order to support the discussions taking place in the relevant forums and with the necessary content.

At the same time, the discussion made it clear that there were different perceptions of when a process formally meets the requirements for information and discussion, and when staff members involvement is also perceived as real and timely. From the staff representative, it was emphasised that involvement requires that relevant information and a sufficiently concrete basis for decision is available at a time when there is still an actual opportunity to influence the decision and discuss possible alternatives. The staff representative expressed that the process had not been perceived as sufficiently inclusive, even though it had followed the formal framework in the management's assessment. JF emphasised that remedial measures had not been discussed, as this was not a wish of the management. At the same time, it was expressed that it is difficult to comment on the process when you have not been close to the process.

TLA expressed concern about the more long-term consequences of the process. This applied to both the staff members experience of security and trust as well as the department's ability to retain and attract staff members. Finally, it was agreed to learn from this course. It was mentioned that it is never pleasant to have to go through such processes, but it is important that it is done in a good and orderly way. SLC acknowledged the views of the employees and pointed out that it is important that these processes are orderly.

HSU took note of the briefing.

Ad 6. Staff representative orientation

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

FH followed up on HSU's earlier discussion of the significance of the Master's degree reform for supervision and examination activities during the main holiday period with reference to the debate that had followed an article published in Forskerforum. FH commented that he still found the issue relevant and that, in his opinion, the treatment should have been awaited until a more clarified basis was available. This request was not granted.

The committee discussed different perspectives on the issue. SLC acknowledged that the new framework may limit the possibilities of scheduling the summer holidays for the employees who will be directly affected. At the same time, it was emphasised that the one-year Master's degree programmes make up approximately 10 per cent of AAU's degree programmes, and thus it is a limited part of the programme portfolio that will be affected by the Master's degree reform.

Several commented that they did not find the statements controversial as such, but that they could have been more nuanced. The proportions of the problem were again emphasized. There was also a broad recognition that the reform may have significant consequences for holiday planning and work organisation for the affected employees.

After this, RDH had a number of points. RDH recommended that the canteen operation, including quality, be discussed at a future meeting. SLC stated that an evaluation is underway and that the item should therefore await it.

RDH also expressed concern about case processing times in the HR area, including cases where staff members had joined before the salary negotiations had been completed. SLC subsequently provided a status of the cases in HR support. It was stated that all cases are being processed and that an extraordinary number of cases have been received in recent months. CLW emphasised that at the same time, the underlying structures and interfaces between HR and the local units at the department level are examined, as a large number of cases are only submitted to the support unit after the need has arisen.

RDH also expressed concern about the lack of staff member involvement in connection with the establishment of 70 new toilet facilities in the CREATE building. The need has arisen as a result of the many new students, but conditions were pointed out at the establishment that do not appear appropriate.

HSU took note of the information from the staff representative.

Ad 7. Information from the HSU secretariat

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

HSU secretariat referred to the written appendix and informed that from next time, the meetings will be transcribed using Teams/Copilot to support the writing of minutes.

HSU took note of the briefing.

Ad 8. Any

KK informed that parking control had been observed in the area and parking fees had been distributed, and recommended that sufficient information be provided in the future. The management side was not aware of the control in advance.

In continuation of the discussions at the meeting and subsequent dialogue, reference is made to the general page for parking at AAU; Parking - Aalborg University.

HSU had no comments on the written briefings.