

Operating Framework

TOWARDS CONNECTED LEADERSHIP

NHH



June 2015

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1. PURPOSE

Since August 2014, the joint management at NHH has actively developed the “Towards connected leadership” project. The project objective has been to increase and strengthen cooperative ties within NHH’s dual leadership structure.

In service of our strategy and the future of NHH, it is necessary to “firm up” our governance, frameworks, decision-making processes and ways of working. The academic and administrative staff at NHH share this perspective. Thus, it guides the design of this Operating Framework.

The purpose of the Operating Framework is to provide NHH with a framework governing the operation and delivering the strategy. The Operating Framework provides you, as an NHH employee, with a tool to help you operate, interact, reach and take decisions and implement them within the organisation.

Bergen June 2015

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2. FUNDAMENTS OF THE ORGANISATION DESIGN

In this part of the Operating Framework, we take a closer look at some of the important fundaments, or building blocks, of our organisation and the way it is designed.

2.1 Prime purpose

The delivery and dissemination of academic research and education are the prime purposes of NHH. Everything else is in service of these purposes.

NHH has a remit from its owner – the government – to create a business school of the highest quality. NHH vision and strategy reflect this mission.

Academic and administrative employees are equally important for the functioning and the future of NHH, complementing each other.

Administrative employees support the overall strategic and operational needs of NHH as an academic organisation.

NHH operates under governmental constraints.

- NHH must operationalise its vision, strategy and goals within the constraints of existing laws and other regulations.
- Central administration should guide the academic staff on how to realise NHH strategy and vision within the framework of the regulations.

2.2 Leadership, management and support

The NHH organisation has been commonly described as comprising two parts: “the academic organisation” and the “central administrative organisation”. Although rooted in the historical evolution of the school, this does not properly reflect the role that the various parts of the organisation play in realising its strategy and the operations.

The current NHH organisation consists of four pillars:

Leadership – providing the strategic vision and overall frameworks.

Academia – planning and delivering research and education for the purposes of value creation and sustainable development, disseminating research-based knowledge.

Management – deciding within the frameworks, defining policies and processes within the frameworks received from the leadership.

Administrative support – providing information to leadership, management and academia. Executing policies and procedures, delivering and disseminating results through processes, monitoring and reporting to the board and regulators.

2.3 The committees

NHH values togetherness based on a broad ownership and shared commitment within academia to the school’s directional strategy and major decisions. To achieve this, several committees exist to assist and advise NHH’s leadership and management. The board has delegated particular areas of activity to individual committees. Some of these assignments are required by law.

The committees oversee a particular area of responsibility; strive for consensus and report issues, developments and recommendations to the board. Both academic and administrative employees, as along with students, participate in these committees.

The principal role of the committees is to direct the work, enquire into and shed light on various matters and consult the stakeholders and parties involved prior to making a decision.

NHH’s board formally is the decision-making authority, unless the board has delegated this authority to a committee.

In most committees, the academic staff decide the way forward by a vote. Nevertheless, it is imperative to include the administrative perspectives to include regulatory constraints and potential consequences from implementation. As a minimum, administrative employees and other relevant parties should:

- be involved in the committee chairperson’s preparation of meetings to ensure that the meetings are well prepared, efficient and transparent
- be actively involved during the meeting in the presentation and clarification of issues
- ensure that the agenda is received prior to the meeting and that minutes are received after the meeting

Any committee member, permanent or advisory, has the right to appeal if the member deems a decision, based on an objective and unbiased assessment, to be “radically wrong”. If the latter is the case, he/she must take the matter one level up. Appeals should preferably be made before a formal decision is made, critically and in exceptional cases only.

2.4 Co-operation

Grouping people from several functions and different departments together in committees, projects and activities is of key importance to the nature, values and strategic functioning of NHH. The output from these committees, projects and activities, after having followed the agreed decision-making steps, is mandatory and must be followed by everyone at NHH.

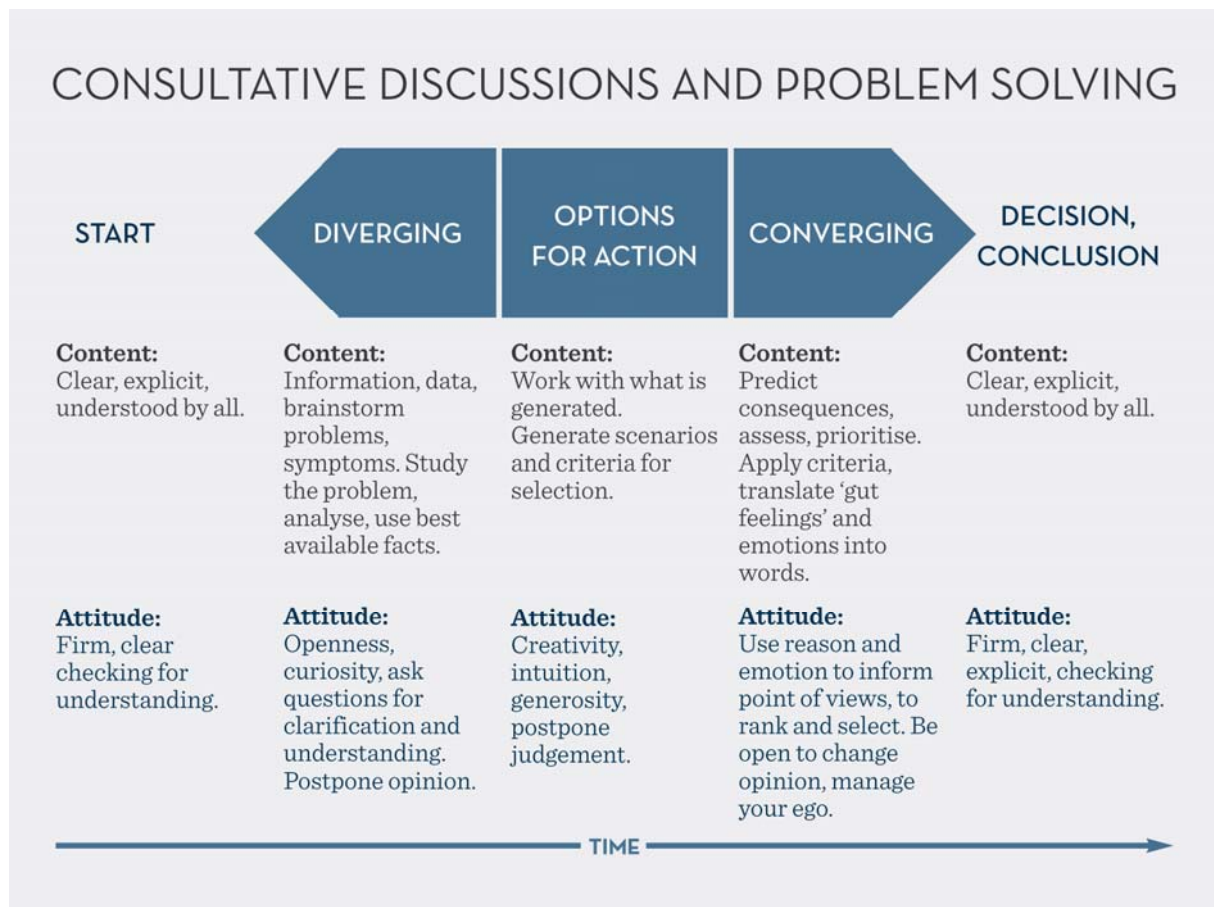
Participation in committees, projects and activities first requires an agreement with the relevant line managers, and secondly, with the individual participants. Committee chairs, project leaders and activity leaders can approach a participant directly if the work is a part of his/her job description. As committee chair, project leader or activity leader, it is essential to actively guide the process of engaging people in the team.

3. ROLES AND DECISION-MAKING AUTHORITIES

A well-defined process in solving problems and arriving at decisions is critical to efficient decision-making. It is important to consider how we allocate decision-making authority amongst the different roles involved. Chapter 4a illustrates critical steps in such a process. Chapter 4b clarifies the key roles and key meetings of the organisation. Chapter 4c provides an overview of the decision-making authorities in terms of key interface issues and topics.

3.1 Decision-making and decision-making authorities

At NHH, we need to «firm up» our way of working in terms of how we tackle different issues and how we solve challenges. To achieve this, it is necessary to be more explicit about how processes work and how we adhere to them.



The illustration above shows the five critical steps to be followed. When a group of people, in any constellation, participate in a project or an assignment, they need to follow these steps together. This will ensure the use of all the group members' knowledge and experience and generate ownership and commitment to the result.

Many activities at NHH involve many people, different roles and various units. All of these may feel responsible for decisions and their implementation. Too often, feeling responsible is confused with having the authority to decide.

It is necessary to distinguish between three roles in the decision-making process:

1. LW: Lead the work

Leading, guiding, orchestrating all preparations prior to the decision taken in order to:

- achieve a decision that is optimal to the business results
- ensure that the process of preparing for the decision leads to maximum commitment and ownership for implementation with all involved, especially those committed with a C

2. C: Consultation prior to making a decision

Group members must be asked by the person leading the work to contribute in the preparation of the process leading to a decision.

Have to accept the decision taken by A.

3. A: Authority to decide

The person or the committee taking the decision based on the preparations of the person leading the work.

The A can only be one person or one committee.

Decision-making as such is critical to the functioning of any organisation. The prime role is to give direction to its members: what to do, or not to do, where to go and where not to go etc. The aim is to generate ownership of and commitment to implementation.

The list below shows which actions are necessary to create ownership and commitment when implementing decisions that are taken.

Ground rules when making decisions

- 1. Purpose:** All team members understand, own, are committed to, take responsibility and are accountable for decisions taken and their implementation.
- 2. Possible outcomes:**
 - **Unanimity:** Everyone agrees.
 - **Consensus:** Healthy debate and general agreement on majority opinion. The minority says, “We’ve been heard, and although we do not agree, we can and will support the majority”. 60 percent agreement, 100 percent commitment.
 - **No consensus:** Minority says; “We have been heard, but cannot agree and support the majority”. In this case, the person or the committee who has the authority to decide (A), decides.
- 3. Principles:**
 - Every person participating in the process has an equal voice and will be listened to.
 - Stop the debate when it becomes repetitious.
 - A decision is a decision, not to be second-guessed after the meeting is over.
 - Debate within the team, but maintain one voice outside.
 - Each member implements the decision, as agreed.
 - The decision can only be re-opened in the team, and only if and when new information arises.

When initiating committees, projects and activities, the NHH organisation needs to be explicit on the process of problem solving. It is particularly important to have explicit mandates, resource discussions, timings, authority allocation and role descriptions. We need to live the process and live the principles after making a decision.

In the allocation of decision-making authority, it is critical to understand and respect that different roles make decisions at various moments in a project or process:

- Decision to start a project.

- Decision on the project description.
- Decisions on the work within the project team.
- Decisions on what the final proposal will be.
- Final decision regarding the final proposal.

3.2 Definitions of key roles and interfaces

The key roles of the organisation are the core for the functioning of the Operating Framework within NHH. Key roles are those who are present at the threshold of any process, any issue, or any decision-making event.

The following key roles are described:

- Rector
- Managing director
- Dean
- Head of department
- Department administration manager
- Director of office
- Section leader

Equally important are interfaces, anchored in permanent platforms.

The following platforms are addressed:

- Board
- Rectorate leadership team
- Leadership forum
- Committees
- Matrix
- Management team

3.2.1 Background and basic premises

NHH adheres to the main model outlined in the Act relating to Universities and University Colleges, which stipulates an elected rector and dual leadership.

The rector is elected, together with the pro-rector and, if applicable, the vice-rector(s). The board appoints the managing director.

3.2.2 Description of key roles and platforms

1. Rector

Purpose: provides leadership as chair of the NHH board and is the authority chiefly responsible for all academic activities at NHH.

Main tasks: (all within the frameworks decided by the NHH board)

- (LW/A) Chairs the NHH board and as such is responsible for NHH strategy development and implementation.
- (LW) Shall make active use of the managing director to help to organise, contribute to and implement his or her work.
- (A) Has the overall responsibility for, manages and supervises the institution's activities, and is as such entitled to attend meetings of all the institution's boards, councils and committees.
- (A) Decides on matters that cannot be postponed until the board is able to convene.
- (LW) Shall maintain regular contact and dialogue with the departments and other academic units regarding important current issues and topics of general and strategic character and in order to ensure high academic quality.
- (LW) Ensures high-quality academic activity. Shall focus on exercising leadership of academic work by acting as an inspirer and initiator, also by investigating any quality failures.
- (LW) Leads the development of strategies for the institution's educational, research, dissemination and other academic activities.
- (LW) Plans academic development in accordance with the objectives of the higher authorities for the sector and institution.
- (LW) Is the principal external representative of NHH.
- Shall contribute to the development of good relations with actors outside the institution, such as business and industry, other educational institutions, government agencies etc., as well as with institutions in the periphery.
- Shall safeguard the interests of NHH in contact with national and local authorities, and be involved in institutional academic networking both nationally and internationally.
- (LW) Ensure an on-going effective dialogue with student representatives.

2. Managing director

Purpose: supports the rector in the leadership of NHH, provides leadership and has the overall responsibility for all administrative activities at NHH.

Main tasks: (all within the frameworks decided by the NHH board)

- (LW/A) Is responsible for implementing the board's decisions. This takes place in cooperation and consultation with the rector.
- (LW) Serves as secretary to the board and as such prepares the board agenda, items and materials (including the strategy) and participates in board meetings.
- (LW) Prepares and facilitates the work of the board:
 - Ensures that cases are presented clearly as a basis for decisions and evaluations by the board and other governing bodies, including cases where the rector is authorised to make decisions on behalf of the board.
 - Submissions to the board shall be made in consultation with the rector. If the rector's opinion differs from the managing director's recommendation to the board, this must be stated when the case comes before the board.
- (LW/A) Is responsible for the design, development and optimal functioning of all central administrative departments.

- (LW) Is responsible for all administrative processes across NHH – both across the academic and the administrative parts of the organisation.
- (LW) Is responsible for ensuring that the overall management of funds and assets is in accordance with the Ministry's general provisions concerning financial management and the conditions on which allocations are made.
- The managing director prepares budget proposals and annual financial statements and submits them to the board, and keeps the rector and the board informed at all times of how the accounts stand in relation to the budget and of other matters having a significant bearing on the activities of the institution.
- (LW) Shall ensure a good working relationship with the unions and maintain fruitful cooperation with the Student Welfare Organization in Bergen (SIB).
- (LW) (next to the rector) Is responsible for safeguarding the interests of NHH.
- Shall help to ensure a fruitful on-going dialogue with the students and develop and maintain cooperation with SNF, AFF, national and local authorities and other actors outside NHH.
- (LW) Routinely informs the rector on administrative matters and activities, and consults with the rector in all matters of importance.
- (LW) The managing director shall maintain regular contact and dialogue with the school's departments as part of the on-going operations of NHH with a view to preparing and implementing decisions.

3. Dean

Purpose: provides leadership for the design and delivery of programmes offered by NHH.

Main Tasks: (all within the frameworks decided by the NHH board or by committees with delegated authority from the board)

- (LW/A) Leads and chairs the programme committee.
- (LW) Prepares, leads the decision-making process and supervises the execution of all activities related to design and delivery of the programme.
- (A) Decides, within the framework decided by the programme committee, on operational issues related to the programme as delegated by the board.
- (LW/A) Acts as the number one decision-maker and executing partner with central administrative departments regarding the implementation of the programme.

4. Head of department

Purpose: provides academic and organisational leadership of the department.

Main Tasks: (all within the frameworks decided by the NHH board or by committees with delegated authority from the board)

- (LW/A) Leads the department board, being the highest governing body of each individual department.
- (LW/A) Is responsible for all academic and organisational activities of the department.

- (LW/A) Is responsible for development and results of the department within the frameworks of laws and guidelines drawn up and/or decided by the higher governing bodies.
- (LW/A) Attends to financial management and allocation of resources, including salaries.
- (LW/A) Has staff responsibility for all academic staff and the administration manager in the department.
- (LW/A) Conducts assessments and makes recommendations regarding applications for external funding.

In this context:

- (LW/A) To convene meetings of the department board and lead the group through the agenda. He or she is responsible for the preparation of matters to be considered in a working committee and by the department board.
- (C) Point of contact for the board of NHH, the academic and administrative leadership and other departments at NHH.

5. Department administration manager

(This description meets the generic definition as the role is positioned at NHH. The different persons fulfilling the role have additional tasks as agreed with the head of department.)

Purpose:

- Support the leadership of the department and wider NHH organisation by actively designing the department's organisation, activities and processes, supporting the delivery of academic output and ensuring the delivery of administrative output.
- Provide continuity and consistency in the "what and how" of departmental leadership which, by nature, changes frequently.
- Regulations, routines, archives, easily transparent, accessible and transferable.

Main Tasks: (all within the frameworks decided by the NHH board or by committees with delegated authority from the board)

NHH/Department Strategy

- As member of the leadership group of the department, shares the responsibility for department strategy development its execution.
- (LW) Provides overall assistance to the head of department in the execution of the role.
 - Decides (delegated by head of department) on all day-to-day/operational topics except content research/programme-related matters.
- Supports all members of the department in day-to-day issues.
- Represents the head of department in agreed committees, platforms, meetings.
- Assists with research-disseminating activities.

- (LW/A) Is responsible for organising the administrative side of conferences and seminars.
- (LW/A) Ensures that the department's website up-to-date.
- (LW) Tracks/reports all department output (regarding teaching, research, dissemination, citizenship, outreach to society etc.).

Department organisation and HR

- (LW) Organises (for the department) the optimal infrastructure and operation in line with the academic needs and the (central) administrative requirements (incl. HMS).
- Has staff responsibility for the administrative staff: for organising the work and the roles, for the work delivered, for the personnel.
- (LW) Facilitates the work, logistics and administration of visiting lecturers and researchers.
- Regarding recruitment of academic staff the role varies between departments:
 - (LW) Provides support in organising the activities around selection.
 - (LW) Facilitates the overall process of selection.
 - Also participates in the selection of new staff (looking especially at how the new person will fit in the faculty).
- (LW) Provides support to families of newly recruited academic staff members.
- (LW) Participates in the discussion regarding the salary changes of the academic staff of the department and its implementation and proposes the salary changes for the administrative staff.

Department finances

- (LW) Is responsible for proposing the overall department budget, tracking the actual expenditure vs budget and ensuring necessary follow-up.
- Signs off on all expenditures of the department within budgets (including research projects).
- Signs off on expenses.

Coordination across interfaces

- (LW) Cooperates with colleagues from other departments to facilitate understanding, consistency and efficiency.
- (LW) Is responsible on behalf of the department for the interface with departments and sections of the central administration organisation (with delegation to members of own staff).
- (LW or C) Has contact with outside organisations (research boards, journalists etc.) regarding enquiries pertaining to the department.

6. Office director

(This description meets the generic definition as the role is positioned at NHH. The different persons fulfilling the role have additional tasks as agreed with the managing director.)

Purpose

- Functional leadership over an administrative office at NHH, organisational leadership of the office and co-leadership in NHH's management team.
- Within the framework of the NHH strategy, to make it possible to meet priorities defined by the rectorate, as well as priorities defined by the managing director, the management team and the Norwegian Government.

Main tasks (within the frameworks)

- (LW/A) Is responsible for allocating resources, organising, delivering and for the output of all functional activities and processes in the office (including the sections).
- (LW/A) Is responsible for the resource allocation and resource organisation for processes across offices and for contributing to projects (in content and people).
- (LW/A) Is responsible for the overall delivery of processes allocated to the role.
- (LW) Is responsible to challenge the NHH organisation to comply with agreed functional standards.
- (LW/A) Leads the office team (the section leaders), meeting values, regulations and procedures of NHH and being chiefly responsible for all employees in the office.
- (LW/A) Is responsible for the development of skills, capabilities and performance of the office.
- (LW/A) Is responsible for financial management.
- As a member of the management team, the job-holder is co-responsible for timely delivery of a high-quality, coherent and integrated functional contribution to NHH and the Norwegian government.

7. Head of section

(This description meets the generic definition as the role is positioned at NHH. The different persons fulfilling the role have additional tasks as agreed with their director of office.)

Purpose

- Functional leadership of an administrative section at NHH, organisational leadership of the section and co-leadership of the office.
- Within the framework of the NHH strategy, see to it that priorities defined by the managing director and the management team, by the director of office and the Norwegian governmental requirements are met.

Main tasks (within the frameworks)

- (LW/A) Is responsible for allocating resources, organising, delivering and for the output of all functional activities and processes in the section – and where relevant across NHH.
- (C) Contributes to projects (in content and people).
- (LW) Is responsible for encouraging the NHH organisation and own section to comply with agreed functional standards.
- (LW/A) Leads the team (and employees) of the section in complying with the values, regulations and procedures of NHH.

- (LW/A) Is responsible for the development of skills, capabilities and performance in the section.
- (LW/A) Is responsible for financial management.
- As a member of the office management team, the job-holder is co-responsible for the timely delivery of a high-quality, coherent and integrated functional contribution to NHH and the Norwegian government.

8. Board

Members: appointed external experts, rector (chair), employees and student representatives.

Purpose: The board is NHH's highest management group having the responsibility for strategy development, resource allocation and financial performance. The board is also responsible for ensuring that the institution runs efficiently within the guidelines provided by the authorities.

The board complies with the Act relating to Universities and University Colleges, Section 9-1:

The Board is the highest governing body of an institution. It is responsible for maintaining a high standard of academic activity and for ensuring that the institution runs efficiently and in accordance with the statutes, regulations and rules that apply and the guidelines and objectives laid down by the authorities.

All decisions taken at the institution by persons or bodies other than the board shall be taken with authority delegated by the board and at the responsibility of the board. The board may delegate its decision-making powers to other persons or bodies at the institution as far as it does not follow from the present Act that the decision must be taken by the board itself or that other special restrictions apply to the right to delegate authority.

Main task of the board is to decide on e.g.:

- strategy of NHH
- financial plans and budgets – long term and annually
- issues and items brought to the board by the rectorate or any of the committees

9. Rectorate leadership team

Members: rector, deputy rector, vice rectors, managing director, finance manager, HR manager

Purpose: Ensure delivery of the strategy across NHH and guide everyday operations.

Main Tasks: (within the frameworks provided by the NHH Board)

- Decide how to implement the non-academic elements of the NHH strategy.
- Decide on everyday issues regarding the operational management of NHH.
- Decide on the annual budgets and necessary re-allocations within the year.

10. Leadership forum

Membership (people in charge of people and areas of NHH): rectorate, managing director, deans, institute leaders, department administrative managers, office directors.

Purpose: connecting people across NHH – working towards a common goal (people have a voice, own into the key direction of the school).

Main topics/design

Major topics for the school – of strategic and/or major operational importance

10 per cent information, 60 per cent interaction, 30 per cent social

Once or twice a year, linked to a two-yearly Board gathering

Regarding preparation/agenda: LW: MD, A: Rectorate

11. Management team

Members: managing director, office directors, project director.

Purpose: Through providing quality service, the members of the management team shall facilitate and influence the education, research and dissemination of research at NHH, all within the framework of the NHH strategy, priorities and requirements defined by the NHH Board, the NHH management team and the Norwegian government.

Main tasks

(LW/A) Is responsible for prioritisation and coordination of the total central administration work portfolio across and beyond the individual offices.

(LW/A) Optimises the organisation and management team's way of working beyond/across individual areas.

(LW/A) Brands our way of working – consistent, professional, reliable.

(LW/A) Resolves, individually and collectively, critical issues – e.g. crisis management.

12. Committees

Members: Academic and administrative staff and students.

Purpose: delegated by the board, encompassing a defined area, providing broad expertise input on important topics and creating broad ownership and commitment to the directional strategy to be adopted.

Main tasks: overseeing a particular area of responsibility and report back issues, developments and recommendation to the board.

The principle decision-making authority of a committee is “LW”: leading the work, including the consultation of stakeholders and parties involved. The decision-making (A) is by the NHH Board, unless the NHH Board has delegated this authority to the committee.

13. Matrix

Members: rector, heads of departments, deans.

The matrix is based on two dimensions:

The six departments (Accounting, Auditing and Law, Business and Management Science, Finance, Economics, Strategy and Management, Professional and Intercultural Communication)

The four education streams (Bachelor, Masters, PhD, Executive)

Purpose: agreement between departments and deans (and their programme committees) on the content of programmes.

Decision-making in the matrix and between deans/programme committees and departments regarding these programmes is done in compliance with the following process:

The aim is consensus, guaranteed by a mutual veto:

An academic department cannot decide to offer a new course in a programme without the acceptance of the programme board.

The programme board cannot force any department to offer a particular course in a programme.

If consensus between the dean (on behalf of the programme committee) and the head of department cannot be reached, both together consult the rector – who ultimately has the final “A” (authority to decide).

4. MEETING STRUCTURE

Efficient management of meetings is critical to the school. This includes setting a clear and distinct meeting agenda as well as managing the time during the meeting in a good way. Equally, the preparation prior to a meeting is critical. Without prior preparatory work, all the work is done in the meeting, making each meeting much too long. This demands pro-active planning and discipline from all members.

Overview of the main leadership and management meetings. Meetings in committees, which are required by law, are marked in red:

NHH board (Styret)

Frequency: Bi-monthly

Members: Four external members, two faculty members representing tenured faculty and one faculty member representing non-tenured faculty, one representative from the administrative, two student members and the rector.

Rectorate's leadership team meeting (Rektoratets ledermøte)

Frequency: Weekly

Members: Rector, deputy rector, vice rectors and managing director.

Board's working committee (SAU - Styrets arbeidsutvalg)

Frequency: Monthly (on average)

Members: Rector, deputy rector, vice rectors, project director, one faculty member and one student from the board, managing director.

FLF – Academic management forum (Faglig lederforum)

Frequency: Monthly (on average); **immediately following** board meetings (50 per cent feedback board, 50 per cent major topics to be discussed)

Members: Rector, deputy rector, vice rectors, heads of department, programme deans, two student representatives, managing director.

ILF – Department head's forum (Instituttlederforum)

Frequency: Monthly (on average)

Members: Rector, deputy rector, vice rectors, department heads, managing director

Includes validation of material prior to the board meeting. FLF and the ILF are organised immediately following one another – to save time/overlap of topics.

FFF – Committee for research, knowledge dissemination, and doctoral education (Forsknings-, formidlings- og forskerutdanningsutvalget)

Frequency: Bi-monthly

Members: Vice rector, six faculty members from the departments, two PhD students.

IU – International Academic Committee (Internasjonalt utvalg)

Frequency: Bi-monthly

Members: Deputy rector, five faculty members, two student representatives.

TU – Academic appointment committee (Tilsettingsutvalget)

Frequency: Monthly (on average)

Members: Vice rector, heads of department, one non-tenured faculty representative,

one union representatives, two student representatives.

F – Funds board (Fondsstyret)

Frequency: Bi-monthly

Members: The NHH Board acts as the Funds Board.

FUF – Funds committee (Faste utvalg for fondstildelinger)

Frequency: Thrice a year

Members: Vice rector, department heads, one student representative.

PBU – Bachelor programme board (Programutvalget for bachelorutdanningen)

Frequency: Monthly (on average)

Members: Dean, five faculty members from the departments, two student representatives.

PMU – Master programme board (Programutvalget for masterutdanningen)

Frequency: Monthly (on average)

Members: Dean, four faculty members from the departments, two student representatives.

PEU – Executive Education programme board (Programutvalget for etter- og videreutdanning)

Frequency: Bi-monthly

Members: Dean, three faculty representatives, two alumni representatives.

PU – Pedagogical committee (Pedagogikkutvalget)

Frequency: Monthly (on average)

Members: two deans, one faculty representative, pedagogical expert, director of office for student affairs, one administrative representative, two students.

LMU – Learning environment committee (Læringsmiljøutvalget)

Frequency: Bi-monthly

Members: four NHH staff representatives, four student representatives.

ALM – Management team meeting (Administrativt ledermøte)

Frequency: Weekly

TR – Administrative appointment council (Tilsettingsrådet)

Frequency: On demand

SU – Samarbeidsutvalget (Works council)

Frequency: On demand

AMU – Arbeidsmiljøutvalget (Working environment committee)

Frequency: On demand