

Unntatt offentlighet

# Styret ved Norges Handelshøyskole

Dato: 17.04.2024 09:30

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# Saksliste

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## GODKJENNING AV PROTOKOLL FRA MØTE 2/24, INNKALLING OG SAKSLISTE MØTE 3/24

Saksbehandler Randi Holmås  
Arkivreferanse 21/03483-37

Utvalg  
Styret ved Norges Handelshøyskole

Møtedato  
17.04.2024

Utvalgsnr  
18/24

### **Forslag til vedtak:**

Protokoll fra møte 2/24 godkjennes. Innkalling og saksliste møte 3/24 godkjennes.

### **Bakgrunn:**

Vedlagt protokoll fra møte 2/24 til endelig godkjenning.

**Vedlegg:** Protokoll fra møte 2/24 – u.off. jf. offl § 13, jf. fvl § 13.1

## Sak 18/24 Vedlegg

Dokumentet er unntatt offentlighet.

Tittel: Protokoll fra møte 2/23

Tilgangskode: Unntatt offentlighet

Paragraf: Offl § 13, jf. fvl § 13.1

## REKTOR ORIENTERER OM STATUS OG FREMDRIFT - MØTE 3/24

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**Forslag til vedtak:**  
Styret tar redegjørelsen til orientering.

## Sak 20/24

Saken er unntatt offentlighet.

Tittel: Strategi 2022-2025: Rapportering av tiltak i henhold til handlingsplaner og resultater

Tilgangskode: Unntatt offentlighet

Paragraf: Offl. § 13, jf. fvl§ 13.1 pkt. 2

## ÅRSRAPPORT PH.D.-PROGRAMMET 2023

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Utvalg	Møtedato	Utvalgsnr
Styret ved Norges Handelshøyskole	17.04.2024	21/24

### Forslag til vedtak:

Styret tar årsrapporten for ph.d.-programmet 2023 til orientering.

### Bakgrunn:

Årsrapporten for ph.d.-programmet er en årlig orientering til styret om status på NHHs ph.d.-program. Den årlige rapporten inneholder oppdatert statistikk og en oversikt over FFU- og andre relevante saker som er tatt opp i løpet av fjoråret. Både i 2022 og 2023 har arbeidet med ph.d.-programmet handlet om videreutvikling i tråd med programevalueringen og handlingsplanen som ble presentert for styret i 24.04.2022 (sak 24/22). To områder som fordrer spesiell oppmerksomhet er nasjonal/lokal rekruttering, samt arbeid med karriereutfall (*placement*) og karrierestøtte. Da dette er et langsiktig arbeid, vil vektleggingen av disse områdene også videreføres i 2024.

NHH ønsker å rekruttere de beste norske studentene og sterke internasjonale kandidater til ph.d.-programmet. Selv om søkermassen er høy, utgjør norske studenter kun tre prosent og søkere med master fra NHH nær to prosent av de totalt 1162 søknadene til programmet i 2023. I utvelgelsesprosessen når imidlertid disse gruppene, og kandidater fra andre høyt rangerte skoler, i større grad opp. Ser vi på uttaket av foretrukne (shortlistede) kandidater fra hovedopptaket, totalt 71 kandidater, finner vi 16 % med master fra NHH og 48 % med master fra andre høyt rangerte skoler. Tallene varierer fra år til år, men det er bekymringsverdig at andelen med master fra Norge, Norden og Europa er spesielt lavt.

Av de 17 kandidatene som startet i 2023, var kun tre fra Norge og fem fra andre land i Europa. Situasjonen med en lav nasjonal, nordisk og europeisk rekruttering til programmet har vedvart i flere år. Ved NHH har det derfor blitt satset på å øke nasjonal og europeisk rekruttering, uten at en har oppnådd de ønskede resultater på kort sikt. Ytterligere tiltak er også iverksatt i 2023 med tanke på fremtidig rekruttering, som f.eks. videreutvikling av NHH ph.d.-dagen for bachelor- og masterstudenter, promotering av ph.d.-programmet i NHHs sosiale medier og endringer i markedsføringstiltakene. Videreutvikling av rekrutteringsarbeidet vil fortsette i 2024 da dette er et langsiktig arbeid som trenger tid før det gir resultater.

Størstedelen av de uteksaminerte ph.d.-studentene fortsetter innen forskning. Ser vi på perioden 2018-2023 fikk 68 % sin første jobb innen forskning. For 2023 gjelder dette 18 av de 20 som disputerte dette året, hvor fem fortsatte ved NHH/SNF og fem ved høyt rangerte skoler utenom NHH. Arbeidet med karrierestøtte og *placement* er viktig, og er også noe som løftes frem fra nasjonalt hold med utvikling av et rammeverk for karriereveiledning, og inkludering i sentrale forskrifter.

I 2023 ble det vedtatt en handlingsplan ved NHH for å styrke arbeidet med karrierestøtte og *placement*. Handlingsplanen vektlegger bl.a. informasjon om ulike karriereveier, individuell karriereveiledning, generiske ferdigheter og «job market»-forberedelser. I tråd med handlingsplanen og nasjonale innspill, vil arbeidet med karrierestøtte fortsette og videreutvikles i 2024 for å bidra til gode karriereutfall for alle NHHs ph.d.-kandidater.

**Vedlegg:** Årsrapport ph.d.-programmet 2023



# PhD Programme Report 2023



NHH



NHH Board Meeting  
April 2024



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# PhD programme report 2023

## EXECUTIVE SUMMARY

NHH aims to have a solid and prestigious PhD programme of high international quality. Recruitment is core to achieving this and in recent years there has been an extra emphasis on recruiting strong European and Norwegian candidates. The efforts to reach NHH master's students, as well as Norwegian candidates, have been further intensified in the marketing for the 2023 and 2024 admission. The total number and distribution of applicants is comparable to previous years. For the 2023 admission, 31 offers were given, 55% of the offers were accepted, resulting in 17 new PhD students starting in 2023. The female proportion was 53%, 12% had their master's degree from NHH, 59% had a master's degree from other highly ranked schools than NHH, 17.6% were Norwegian.

There were 20 PhD defences in 2023. A total of 21 theses were submitted for evaluation in 2023, some of which are still in the process of evaluation. One thesis was recommended for minor revision, and one thesis was rejected.

85% of the admitted PhD students in 2017 completed the programme within six years. This is well above the national average rate of the sector. Of the 2023 PhD graduates, 90% (18 candidates) continued their career in academia, 5 went to highly ranked institutions other than NHH, and 5 started in their first job at NHH or SNF. 65% started their first job in Norway, while 30% started their careers abroad. In 2023, an action plan on placement and career support has been developed, for further strengthening career support.

In 2023, a total of 38 PhD courses were offered at NHH. Course evaluations on average showed scores of 4.3 out of a maximum score of 5.0. Recent initiatives have brought forth new arenas for collaboration on the PhD programme. In December 2023, the Norwegian Research School in Economics and Administration (NORDAB) was established. Further international cooperation on PhD courses is sought within the ENGAGE.EU alliance.

The Assurance of Learning process is a system for continuous improvement of the study programmes. The process involves measuring whether the programme's learning goals are met within the programme design. The second round of measurements for all defined learning goals has been completed, and new learning goals/objectives for measurement will be developed in 2024.

# 1 RECRUITMENT AND ADMISSION

This chapter reviews activities related to admission and recruitment, in accordance with the ambitions stated in the NHH strategy: *NHH's PhD programme will attract the best Norwegian students as well as strong international students.*

## 1.1 Admission to the PhD Programme

The overall goal of the recruitment of PhD candidates is to attract the best possible candidates for the PhD programme. More specifically, NHH aspires to recruit students with a solid background from internationally highly ranked schools<sup>1</sup>, this also includes recruiting NHH students. Good recruitment of candidates is of utmost importance for the quality of the PhD programme as well as the quality of the graduates.

When it comes to funding, most students enrol with four years of full funding including 25% duty work. The greater part of the PhD students is funded with Research Scholarships at NHH, while a few are externally financed. This chapter reviews the 2023 admission to the PhD programme.

### The Applicants

Below we present statistics covering the aggregate of all advertisements in 2023. The programme received a total of 1162 applications in 2023 for the 13 separate advertisements. The proportion of female applicants was 35%, one percent of the applicants were Norwegian, and two percent had a master's degree from NHH<sup>2</sup>. All six specialisations announced positions for the main admission 2023. Due to the low number of qualified applicants in the main admission, two departments (Finance as well as Business and Management Science) announced additional positions in the spring, shortly after the main admission. The Department of Professional and Intercultural Communication also had an additional advertisement in spring 2023. In addition, three departments had early advertisements in autumn 2022 (Department of Accounting, Auditing and Law, Department of Business and Management Science, and Department of Economics).

Table 1 shows an overview of applicants for the overall 2023 admission per department<sup>3</sup>. The percentages are relative to the total number of applications for each department.

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<sup>1</sup> For our definition of highly ranked schools, we have used the top 200 schools on the 2022 Shanghai Global Ranking of Academic Subjects (GRAS), using the lists for Economics, Business Administration and Finance.

<sup>2</sup> Note that for two of the early advertisements in the autumn (Department of Management and Department of Economics), we do not have information about nationality and where the applicants obtained their master's degree. (This is indicated with N/A in Table 1).

<sup>3</sup> Appendix 7.1 shows the changes in the main admission per department 2021-2023.

Table 1 Overview of applicants for the 2023-admission

Department	Number of applicants			Number of female applicants			Number of applicants with Norwegian citizenship			Number of applicants with NHH master's degree		
	Autumn	Main	Spring	Autumn	Main	Spring	Autumn	Main	Spring	Autumn	Main	Spring
FOR	161	158	50	50	52	21	N/A	0.0%	4.0%	N/A	0.6%	4.0%
FIN		105	49		34	14		2.8%	4.0%		5.7%	0.0%
FSK		43	10		24	4		6.9%	0.0%		0.0%	0.0%
RRR	59	49		9	17		0%	2.0%		6.8%	2.0%	
SAM	90	202 <sup>4</sup>		45	63		N/A	1.5%		N/A	0.9%	
SOL		186			67			1.6%			1.6%	
Total	310	743	109	104	257	39	-	1.8%	3.1%	-	2.0%	1.8%

The table shows all advertisements for Research Scholar positions to be started in 2023. The term Autumn refers to advertisements with an application deadline Autumn 2022, the term Main refers to the main admission with deadline in January 2023, and Spring refers to advertisements after the Main admission, with a deadline Spring 2023.

The departments are: FOR: Department of Business and Management Science; FIN: Department of Finance; FSK: Department of Professional and Intercultural Communications; RRR: Department of Accounting; Auditing and Law; SAM: Department of Economics; SOL: Department of Strategy and Management. Gray cells indicate that the department did not have an advertisement with the specified deadline.

Although the number of applicants is high, for the 2023 admission, not all vacant positions were filled. Firstly, it should be noted that the acceptance rate was 55%. Secondly, if applicants do not match the quality standards of NHH, scholarships are withheld with subsequent new advertisements. There is clearly a potential for increasing the proportion of applicants with a master's degree from highly ranked schools. Though special attention has been given to the recruitment of Norwegian and Nordic students, as well as students with a master's degree from NHH, these numbers are still low. See section 1.2 for further information on promoting and marketing the PhD programme.

In 2023, the total number of shortlisted applicants for all advertisements was 76, of which 14% has a master's degree from NHH, 49% had a master's degree from other highly ranked schools, and 12% had a master's degree from Nordic schools (excluding NHH). Statistics of the 2020 to 2023 main admissions (Table 2) show that the percentage of shortlisted applicants from highly ranked schools, excl. NHH, has increased. However, the share with a master's degree from NHH, as well as from Nordic schools, has decreased the past two years.

Table 2 Overview of shortlisted applicants in the main admission<sup>5</sup>.

	2020	2021	2022	2023
Total number of shortlisted applicants	63	92	33	71
Percentage with master's degree from NHH	25%	28%	15%	16%
Percentage with master's degree from other highly ranked schools	32%	41%	39%	48%
Percentage with master's degree from Nordic schools (excl. NHH)	22%	20%	18%	10%

<sup>4</sup> The department of Economics also had one project specific advertisement for the main admission. The number of applicants from that advertisement are included in this number. Here they received in total 89 applications: 38.2% female applicants, 0% Norwegian applicants, and 0% applicants with a master's degree from NHH.

<sup>5</sup> As the list of highly ranked schools also include Nordic schools, the percentages of shortlisted applicants in ranked schools and in other Nordic schools are not additive; a shortlisted applicant with a master's degree from a ranked Nordic school is also included in the share with a master's degree from ranked schools in general.

## Acceptance Rates and Enrolment

After a thorough selection process involving the departments, HR and the Section for Doctoral Education, the best candidates receive an offer. Table 5 shows the number of new PhD students 2019-2023. For the total 2023 admission, 31 offers were given, 55% of the offers were accepted<sup>6</sup>, resulting in 17 new PhD students. Table 3 shows that the number of new PhD students om 2022 and 2023 was lower than in previous years.

*Table 3 Overview of PhD enrolment 2019-2023*

	2019	2020	2021	2022	2023
New PhD students	27	22	25	14	17

Table 4 shows statistics for the main admission in 2019-2023. The table in particular shows that the acceptance rates were lower in 2022 and 2023.

*Table 4 Applicants, number of offers and acceptance rates for the main admission 2019-2023*

Year	Number of specialisations	Number of project positions	Number of applicants	Offers given	Number accepted offers and acceptance rate
2023	6	1	743	27	14 (52%)
2022	4	2	494	15	9 (60%)
2021	5	-	829	24	19 (79%)
2020	4	-	680	17	15 (88%)
2019	5	3	781	31	19 (61%)

The female proportion of new PhD students exceeded 50%, clearly meeting the gender balance target for recruitment. With the exception of 2018, the female proportion has varied between 44% and 55%. The experience of recent years shows that fluctuations may occur, calling for a steady focus on improving/maintaining the gender balance of admission in the long term.

*Table 5 Overview of Female Proportion in PhD enrolment 2019-2023*

	2019	2020	2021	2022	2023
Female proportion	41%	55%	48%	50%	53%

Table 6 shows the new PhD students per department in 2023. Of the enrolled students starting in 2023, 17.6% were Norwegian, and 12% had a master's degree from NHH.

<sup>6</sup> Fourteen individuals declined their offer: Departments of Economics general admission (four individuals), Department of Economics project (one individual), Department of Business and Management Science (two individuals), Department of Finance (five individuals), and Department of Strategy and Management (two individuals).

Table 6 Overview of PhD students per department with start in 2023

Department	Gender, Year of birth	Nationality	Master's Degree from
FIN	Female (1987)	China	University of Amsterdam
	Male (1996)	Iran	Sharif University of Technology
	Male (1997)	China	Norwegian School of Economics
	Female (1989)	Iran	University of Tehran
FOR	Female (1999)	China	The University of Manchester
	Male (1996)	China	BI Norwegian Business School
	Male (1993)	Iran	University of Yazd
FSK	Female (1996)	Norway	University of Bergen
SAM	Female (1997)	Germany	Nova School of Business and Economics
	Male (2000)	China	University College London
	Male (1999)	France	Paris School of Economics
	Male (1997)	Italy	Catholic University of Louvain and Bocconi University
	Female (1997)	Italy	Bocconi University
	Female (1997)	Norway	Barcelona School of Economics
SOL	Male (1987)	China	University College London
RRR	Female (1994)	Norway	Norwegian School of Economics
	Female (2000)	Germany	University of Stavanger

Table 7 shows an overview per year 2019-2023 of the share of new PhD students that hold a master's degree from NHH and from other ranked schools. It also shows the percentage of enrolled students that hold a master's degree from other Norwegian/Nordic schools than NHH<sup>7</sup>. For the 2023 admission, the percentage with a master's degree from NHH was lower compared to previous years, however, the percentage with master's degree from ranked schools (NHH not included) increased.

Table 7 Overview of background of enrolled PhD students 2019-2023

	2019	2020	2021	2022	2023
Total number of enrolled students	28	24	27	14	17
Percentage with master's degree from NHH	46%	42%	44%	29%	12%
Percentage with master's degree from other highly ranked schools	7%	21%	37%	29%	59%
Percentage with master's degree from Nordic schools (excl. NHH)	11%	25%	15%	14%	18%

<sup>7</sup> See Footnote 5.

The total share of Norwegian students in the programme is 35% (per 15 October 23). Table 8 presents the percentage of Norwegian students enrolled in the programme per year, showing an annual reduction each year from 2020 to 2023. The greater part of the PhD students is recruited from abroad, this share has varied from 50% - 82% in the same period.

*Table 8 Percentage of Norwegian PhD students enrolled in the programme 2020-2023*

	2020	2021	2022	2023
Percentage Norwegian students	50.0%	26.0%	21.4%	17.6%

The shortage of Norwegian/Scandinavian applicants, and the large number of foreign applicants is a general challenge for PhD programmes at Norwegian universities. In the case of NHH, this might be reinforced by the recruitment in other sectors with good salary offers and job prospects. The minimum salary for PhD positions in Norway is currently NOK 532 200. From August 2024 the starting salary for NHH was increased to NOK 550 000. The following section reviews efforts made to increase the awareness of the PhD programme and communicate the career path benefits of a NHH PhD degree to students in the bachelor's and master's programme at NHH.

## 1.2 Marketing and Promotion of the PhD Programme

There is an ambition to increase the number of well-qualified applicants from highly ranked schools in general, and in particular from schools in Europe, the Nordic countries, Norway and from NHH. Given the generous funding scheme for PhD positions in Norway compared to e.g. Europe, as well as the high quality of faculty and research groups at NHH, the programme should be able to attract more highly qualified applicants.

### Marketing in General

In connection with the main admission, the applicants are requested to respond to a survey<sup>8</sup> which provides insight into their reasons for applying to the PhD programme at NHH. Table 9 summarises the 2023 applicants' main criteria for choosing which schools to apply to, as well as the main reasons for applying to NHH. It also shows the percentage of the respondents that have listed each criterion. The main reason quoted for applying to NHH is the academic quality and reputation of the school.

*Table 9 Main criteria for applicants' choice of PhD programme, and main reasons for applying NHH*

	Main criteria for choice of PhD programme	Main reasons for applying to NHH
1	Financial support from the school (79%)	Academic quality and reputation (67%)
2	School's learning environment (73%)	Improve career possibilities (44%)
3	School's reputation for its research (71%)	Good facilities of the institutions (41%)
4	School's available PhD specialisations (69%)	NHH specific offers of specialisations (40%)
5	International opportunities (51%)	Scandinavian culture and welfare system (39%)

55.7% of the applicants answered that they had knowledge of NHH before they started looking for opportunities to apply for PhD positions / PhD programmes, and 41.8 % of the applicants stated that they had applied for other PhD programmes in addition to NHH. The

<sup>8</sup> The survey was sent out to all applicants, and the response rate was 13.8%.



most common sources of information for finding information about PhD programmes and NHH are listed in Table 10.

*Table 10 Sources for finding information on PhD programmes*

Sources for finding information on PhD programmes	Was a source of information	I learnt about NHH using this source
Jobbnorge	34.2%	24.1%
nhh.no/PhD	31.6%	20.3%
FindAPhD.com	26.6%	24.1%
School rankings	25.3%	15.2%
Word of mouth	24.1%	21.5%
Advice from fellow students or friends	22.8%	10.1%
PhD presentations at NHH	19.0%	24.1%

For the 2023 and 2024 admission, a more comprehensive marketing strategy has been developed to promote the PhD programme with a focus to target specifically the Norwegian and the European market. Several new measures were implemented in the marketing strategy.

To reach potential applicants, internationally and nationally, the PhD programme has been advertised on several external portals, such as *Academic positions*, *jobs.ac.uk*, *Studyportals.com* and *findaphd.com*<sup>9</sup>. The PhD research scholar positions have also been advertised in social media, *newsletter*, *finn.no*, *nav.no*, *jobbnorge.no*, *nhh.no*, and *Euraxess*. The choice of external portals is revised annually.

This year, a new webpage, called a “campaign site”<sup>10</sup> was launched covering the vacant PhD positions. This allows for a sole focus on the PhD positions, rather than the general vacant position page of NHH which covers all positions at NHH. The link to this campaign site was used in the promotion of the vacant PhD positions. The top four countries visiting the campaign site were European (Norway, United Kingdom, Austria and Germany).

The PhD websites are updated annually, and in particular prior to the main admission. The revision also covers the webpage on PhD graduate placements<sup>11</sup>, with updated placements and statistics on placements by sector and country.

A strategic choice has also been to focus more on direct marketing such as google ads, Facebook ads, LinkedIn advertisement, GMASS leads lists, and using UniBuddy<sup>12</sup>. Moreover, the programme is more actively communicated in NHH’s social media channels with more organic content.

<sup>9</sup> FindAPhD.com was used only for the 2023 main admission and substituted by Docsity.com for the 2024 main admission.

<sup>10</sup> [Vacant PhD positions | NHH](#)

<sup>11</sup> [PhD Graduate Placements | NHH](#)

<sup>12</sup> The GMASS lead list service provided by GMAC, enables tailored lists based on e.g. educational background, GMAT score, and preferred study location, and other traits such as gender, citizenship, age, location. The lists included 145 potential candidates for the 2023 advertisements. UniBuddy has a chat function that allows potential students to get in touch with current students in the programme. It allows for making a list of candidates that are interested in the NHH PhD programme. A newsletter was sent using lists from GMASS/UniBuddy with information on vacant PhD positions, NHH’s generous funding scheme, the possibilities within the programme, as well as promoting Bergen as a unique city on west coast of Norway.

## Specific Measures Towards Norwegian and NHH Students

Prior to the main admission in 2024, there has been an even stronger focus on creating awareness and promoting the programme to students at NHH. It should, however, be noted that the changes that have been implemented prior to the 2023 and 2024 admission may be seen as long-term measures and will not necessarily have a big impact on the next admission. Specific measures in for the 2023 and 2024 admission towards Norwegian and NHH students include:

- **NHH PhD Day:** The NHH PhD programme included presentations of the programme and the specialisations, and the application process. Moreover, NHHdoc presents how it is to be a PhD student at NHH. During the lunch, students talk and mingle with students and representatives from the different specialisations. The NHH PhD Day in October 2023 also included a seminar on *How to write a research proposal*, as the writing of a research proposal may be perceived as a barrier to apply.
- **Mini-PhD Day:** The PhD Day in 2023 was followed-up by a mini-PhD Day close to the deadline for the main admission, i.e. in January 2024. The Vice Rector for Research presented admission requirements, two PhD students talked about how it is to be in the programme, and two former PhD graduates (one working in academia and one working outside academia) promoted different career paths.
- **Measures by the departments:** Faculty at several departments contact Norwegian students at NHH directly, or invite to Pizza events, informing them of their PhD specialisation. Programme coordinators at the bachelor's and master's level have been encouraged to spend a few minutes of the lectures to promote the PhD programme.
- **Video promotion:** New videos were produced to promote the PhD programme om prior to the 2024 main admission. In particular, a new video<sup>13</sup> was made in Norwegian with two female PhD students in the programme in order to promote the programme to Norwegian students both at NHH and at other Norwegian institutions.
- **Attendance at NTNU Career Fair:** The NHH PhD programme is represented by a stand at the NTNU Business School career fair. A future possible measure is to attend career fairs at other Norwegian and Scandinavian institutions.
- **Advertisements in Student Newspapers:** To reach students in Bergen and Trondheim, the programme had ads in the online student newspapers *K7 Bulletin*, *Studvest*, and *Under dusken*. The students are also informed of the application deadline on *nhh.no*, in the online student newspaper *K7 Bulletin*, and on *Canvas* (the students digital learning platform).
- **NHH Social Media Channels:** The PhD programme is promoted through the NHH social media channels. Recent years' marketing has included even more active communication in these channels.
- **Communication in the Bachelor's and Master's Programmes:** The Vice Rector for Research promotes the programme to students at NHH at different occasions such as

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<sup>13</sup> <https://youtu.be/6T5e5mWjCe8>

Master's Day, and the introduction week for new students at NHH. PhD students are ambassadors at stands at events such as the Career Fair and in connection with the information meeting about the master's thesis at NHH. There is a continuous emphasis on how to strengthen the communication about PhD in both the bachelor's and master's programme, also highlighting career opportunities for PhD graduates.

- **Follow-up of Single-Author Master's students:** Students who plan to pursue a PhD degree may apply for writing their master's thesis alone. As these master students may be an important source of recruitment to our programme, the Research Committee discussed how these students are follow-up at the department level and whether/how this can be used to strengthen the recruitment (Case 9/23). Measures being considered include contacting these students directly when new research scholar positions are announced, personal invitations to the PhD Day, as well as specialisation-promoting events at the departments.

Continuous efforts are made to further improve the recruitment process. The annual recruitment process is followed up by analyses of marketing effectiveness, the distribution of applicants with respect to country of origin, gender, study background, and the percentage of applicants from highly ranked schools. The strengthened cooperation with the Section for Communications and Marketing, is essential to further improve the marketing effectiveness. *The Admission Report of the PhD programme* is prepared annually and discussed in the Research Committee.

## 2 THE TRAINING COMPONENT

The training component includes the academic training that is required for work on the students' PhD thesis, and to qualify them for professions requiring a high level of scientific insight and rigor. The training component consists of PhD courses, with a minimum requirement of a 45 ECTS for the specialisations of Accounting, Auditing and Law; Business and Management Science; Professional and Intercultural Communication; and Strategy and Management. For the specialisations of Economics and Finance, the minimum requirement is 60 ECTS. The courses are partly mandatory, and partly elective. All specialisations include training in methods, the philosophy of science and research ethics.

### 2.1 PhD Courses

Each semester NHH holds a series of PhD courses in all specialisations. PhD students may also attend courses at other institutions. This is relatively common, especially for advanced topics. In 2023, a total of 38 PhD courses were offered, 16 PhD courses in the spring semester and 22 PhD courses in the autumn semester. For an overview of the PhD courses with information on the ECTS per course and the number of students completing the final exam/evaluation see Appendix 7.2.

#### Guidelines Mandatory Courses

The proportion of mandatory versus elective courses vary across the different specialisations. Mandatory courses included in each PhD student's training component are to be approved by the Vice Rector for Research, while the elective courses are approved by the department. There is no upper limit on the share of mandatory courses, thus providing the flexibility of tailoring the proportion of mandatory courses to meet the diverse needs of the specialisations. As pointed out by the external Evaluation Committee of the PhD programme evaluation, the variations across the specialisations contribute to the diversity within the programme. In this respect, the guidelines for mandatory courses, as well as the requirements of training in philosophy of science and research ethics, will be further discussed in the 2024 in the Research Committee.

#### Cooperation on PhD Courses

Recent initiatives have brought forth new arenas of national and international collaboration on the PhD programme.

In December 2023, the *Norwegian Research School in Economics and Administration* (NORDAB) was established, representing a new national initiative of cooperation. In addition to offering high-quality PhD courses, NORDAB will contribute to networking for PhD, and to improved national coordination of PhD programmes in the economic-administrative field. In May 2024, the first NORDAB conference will be held in connection with the *Development Conference for Economics-Administrative Education* ("ØA-konferansen"). This conference will give the PhD students the opportunity to present and get feedback on their research. There will be separate sessions for PhD students, which will be thematically broader than the rest of the conference, and therefore relevant to most PhD students in the economic-administrative field.

NHH is a partner in the ENGAGE.EU University Alliance. With the extended financing of ENGAGE.EU 2.0, Work Package 4 (*PhD and Early Stage Researchers*), focuses on several issues relevant for the PhD programme. Task 4.1 (*Integrating existing PhD programmes*) aims to share courses and instructors that are already available at the partner institutions, which will enrich the PhD students training possibilities, develop collaborations and create peer-networking opportunities. Furthermore, the task aims to allow PhD students to connect through the participation in joint workshops and during visiting research periods across the alliance. In addition, partners in the alliance can also cooperate on organizing courses.

On an individual basis, it may also be noted that several of the specialisations encourage student attendance in courses provided by or in collaboration with other institutions outside of the two schemes mentioned here, and several PhD students from other institutions attend PhD courses at NHH.

## 2.2 Evaluation of PhD Courses

In autumn 2022, NHH implemented a new system for course evaluations where courses in the bachelor's and master's programme were included in a pilot project. From spring 2023, the PhD courses have been included in this system. The system is more efficient in the execution of course evaluations for the parties involved, in particular for the departments and the course responsible. Also, reports with results for each course, as well as on an aggregated level will be available. Until now this work has been done manually. From 2024, the results from the course evaluations will be sent automatically to the course responsible shortly after the survey is completed.

In addition to the course evaluations, some of the departments have meetings where the PhD students are given the opportunity to give feedback on the courses and course portfolio in general. The PhD students are also offered to give feedback on PhD courses in their yearly progress reports.

In 2023, the results from the course evaluations have been used even more actively in the work on quality assurance. Results from the course evaluations, as well as the course portfolio in general, are included as a topic in the yearly dialogue meetings involving the Vice Rector for Research, HR, the Section for Doctoral Education, and the departments.

In 2023, 38 PhD courses<sup>14</sup> were offered, and 31 courses were evaluated<sup>15</sup>. The response rate was 39% (103 respondents of total 247 participants). As results in some courses are based on less than five respondents, only aggregated results are presented in Table 11<sup>16</sup>. The grading scale is 1-5, where 5 is the highest score. The average scores range from 2.7-5.0 on the question of overall satisfaction, 2.5-5.0 on the question of relevance, and 3.0-5.0 as to the pedagogical quality.

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<sup>14</sup> Two out of the thirty-eight courses were not held in cases where none or only one PhD student registered for the course.

<sup>15</sup> Most courses are evaluated, this includes all regular courses, and the greater part of other courses, but not all, for example for courses that are offered only once.

<sup>16</sup> Note that, the wording of question 2 and question 3 has been slightly adjusted since 2022. The former questions were formulated as: Q2 *How useful/relevant was the content for your PhD degree?*; Q3 *How satisfied are you with the pedagogical form of this course?*

*Table 11 Aggregated results on evaluation of PhD courses in 2023 (2022 results in parentheses)*

	Q1: Overall, how satisfied are you with this course?	Q2: The content of this course has been useful and relevant to me	Q3: How satisfied are you with the Teaching method of this course?
Average	4.3 (4.3)	4.2 (3.9)	4.3 (4.3)

Table 12 shows an overview of the number of courses offered, the number of courses evaluated, and the response rate of course evaluations from 2020-2023.

*Table 12 Overview number of courses offered/evaluated and the response rate from 2020-2023*

	2020	2021	2022	2023
Number of courses offered	29	43	35	38
Number of courses evaluated	12	20	26	31
Response rate in evaluations (respondents/participants)	56% (64/115)	44% (85/194)	49% (110/224)	42% (103/247)

### 3 THE THESIS COMPONENT

The main part of the PhD education is the doctoral thesis, where the candidate is dedicated to independent research guided by a supervisory committee. The PhD thesis constitutes an independent scientific work of high academic standards; that meets the international publication standards within the subject area e.g., as to formulation of research questions, definition of concepts, methodological and theoretical basis, documentation, and form of representation.

#### 3.1 PhD Defences

A total of twenty-one theses were submitted for evaluation in 2023<sup>17</sup>; of these, 13 theses have currently been found worthy of public defence, three theses are still in the process of being evaluated, and three candidates are waiting to be appointed an evaluation committee. For the remaining two theses, the evaluation committees recommended minor revisions for one of the theses before making its final recommendation, and one thesis was rejected. Note that the rejection rate in the PhD programme is low, albeit non-zero; theses that do not meet the quality standards are inevitably rejected, as they should. There were a total of 20 PhD defences in 2023, see Table 13 for further details<sup>18</sup>.

Table 13 List of public defences 2023

Author	Title	Department
Lithell, Markus	Essays on Empirical Corporate Finance	FIN
Lot, Andre:	Essays in Household Finance	FIN
Bang, Rasmus Noss	Four Essays in Natural Resource Economics: Dynamic Modeling of Renewable and Nonrenewable Marine Resources	FOR
Haugen, Atle	Essays on industrial organisation: Digital platform competition, technology licensing, and vertical markets	FOR
Lezcano, Gabriel M. F.	Maritime transport applications in an operational efficiency perspective	FOR
Sjuve, André W.	Essays on Mutual Funds	FOR
Tselika, Kyriaki	Essays on Energy Markets and the Environment	FOR
Aase, Øivind A. S.	Essays on the effects of introducing thresholds for mandatory audits in a fully regulated audit market for private limited liability firms	FOR
Abrahamson, Sara	Essays on Empirical Labor and Health Economics	SAM
Karadacic, René	Essays on Economic Inequality and Mobility	SAM
Madland Kjetil R.	Three chapters on Fairness Preferences	SAM
Mota, Pablo I. S.	Essays on unethical behaviour	SAM
Pizzigolotto, Alessandro	Essays on Empirical Political Economy and Household Behaviour	SAM
Sund, Oda K. S.	Essays on Inequality Acceptance and Meritocracy	SAM
Engilbertsson, Halldór Ö.	The Imbalanced Consumer: The effect of physical imbalance on brand recall and construal level	SOL
Flatøy, Christer	New Insights into Freelancers' and Independent Contractors' Experiences	SOL
Fyhn, Bård	Safe today, tomorrow, and together: A dynamic perspective on team psychological safety	SOL
Lin, Yi	Studies on interorganizational networks: The case of two regional clusters in Norway	SOL
Steen, Christina R.	Governing Knowledge Sharing and Transfer in MNCs by Organizational Mechanisms Enabling Social Interaction	SOL
Torgnes, Cassandra L. F.	Non-competes in the Norwegian Context	SOL

<sup>17</sup> As this refers to the theses *submitted* in 2023, the defence dates will thus either be in 2023 or in 2024.

<sup>18</sup> Some of the dissertations are available at <https://openaccess.nhh.no/nhh>. See also a short summary of the public defences at <https://www.nhh.no/en/nhh-bulletin/article-archive/?filter=phd+defense>

## Thesis Quality and Publication Records

The external Evaluation Committee of the 2021/2022 PhD programme evaluation emphasized two quality indicators of a PhD programme; placement (see Chapter 5) and publication records by PhD student, both in the programme and after graduation.

Within the Norwegian three-year PhD programme<sup>19</sup>, there is, however, a trade-off between throughput and achieved publications. The requirement of the submitted PhD thesis is that the thesis meets international publication standards. Publications are thus not required prior to thesis submission and public defence. Most departments, however, stress the importance of publishing in peer-reviewed international journals. Still, the action plan includes an evaluation of NHH publication policies before graduation, a topic to be discussed in the Research Committee in 2024.

Currently, there is no overall track record for NHH of publications by PhD graduates, though some departments track publications both for active students and for graduates. Table 14 shows the number of publications by candidates that continued their career in academia, for the graduates of 2017 and 2018. The period considered is the PhD period and five years after graduation. For the 2018 graduates, where 14 continued in academia, we found 70 publications where 53 were classified as level 1, and 17 as level 2 of the Norwegian Publication Indicator.

*Table 14 Overview of number of publications for graduates that continues in academia*

Year of graduation	Number of graduates that continued in academia	Number of graduates from academia with publications	Total number of publications	Level 1	Level 2
2018	14 out of 19	13	70	53	17
2017	7 out of 11	3	26	19	7

## Digital diplomas

In 2023, the PhD graduates that defended their thesis in 2023 received a digital diploma, in addition to the regular printed diploma. However, to share the results from the Diploma Registry (Vitnemålsportalen), the candidate needs to log on by using (MinID, BankID via mobile, BankID, Buypass or Commfides) or by using Feide. Since some of the PhD graduates continue their career abroad, they might not be able to log on to the Diploma Registry using these options. Therefore, printed diplomas will still be produced, in addition to digital diplomas until new log-on solutions have been provided.

## Defence dinner expenses

Since 2001, graduating PhD Research Scholars have received support from NHH to cover up to 10 000 NOK of the expenses related to the PhD defence dinner. The idea behind this welfare scheme was to ensure that all PhD Research Scholars get the opportunity to celebrate their achievement. The continuation of the welfare scheme was discussed in the Research Committee (Case 3/23), also including a discussion on more detailed guidelines for the

<sup>19</sup> The nominal length of study of the PhD programme is three years of full-time studies. While most PhD students receive a research scholarship of four years, this includes one-year of duty work.



support, (e.g., that it is customary to invite the evaluation committee members, and the statement of a maximum support amount per person in line with the “Statens Personalhåndbok”). The Research Committee were in favor of keeping the scheme and supported the inclusion of more detailed guidelines. The new guidelines were implemented from August 2023.

## 3.2 Regulations and Requirements

### Thesis Requirements

The requirements and the thesis format have been discussed both in the sector and at NHH, and there are different traditions across different research fields. In 2022, Universities Norway (UHR), recommended *Guidelines for assessment of Norwegian doctoral degrees*<sup>1</sup>. The thesis requirements for NHH are stated in the PhD regulations § Section 5-7<sup>20</sup>. In 2023 the Research Committee discussed the requirements for the PhD thesis (Case 4/23) and assessed the need for supplementary guidelines to ensure a common practice in the PhD programme. Based on the discussion in the Research Committee the following section on thesis requirements was included in the PhD Supplementary provisions:

#### *Section 5-7 Requirements for the PhD Thesis*

*The thesis normally consists of at least three chapters/research papers, and it is recommended that one of the papers are single-authored. If there are no single-authored papers in the thesis, then it is normally expected to have more than three papers/chapters.*

*Normally a literature review will not be included as one of the main chapters/papers in the thesis. However, if the review contributes to added value/advances in the field, then the literature review may be considered as one of the main papers.*

*There are different traditions for the introductory chapter (“kappen”) across different research areas. The minimum requirement is to present and motivate the topic of the thesis and each chapter, in addition to explain how the chapters are connected.*

### Revision of the Dr.Philos. Regulations

The current Regulations for the Doctor Philosophiae degree at NHH was adopted by the NHH Board on 16 October 2003, and changed on 8 December 2005. A full revision of the regulations was carried out in 2023. A draft was presented to the Research Committee (Case 27/23) before the new Regulations for the Doctoral Philosophiae degree was presented to the NHH Board in the December 2023 meeting (Case 68/23). After some minor revisions suggested by the Board, the new Dr.philos regulations will be published in Lovdata in 2024.

### Forthcoming Revision of the PhD Regulations and the PhD contract

The Regulations for the Philosophiae Doctor degree at NHH were fully revised in 2017 and approved by the NHH Board on 7 December 2017. The experience throughout the last years

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<sup>20</sup> <https://lovdata.no/forskrift/2017-12-07-2438/§5-7>

have revealed some aspects which should be improved or clarified. The revision of the PhD Regulations is planned to take place in parallel with a revision of the PhD contract<sup>21</sup> in 2024.

### 3.3 Supervision

The departments place great efforts in assessing the qualifications and merits of faculty members when assigning supervisors. In recent years, the departments have also increased their efforts of taking into consideration the availability and interests of supervisors when hiring new PhD students, this way also ensuring the capacity of relevant supervisors in the recruitment process. The departments practice a scheme of using the co-supervisor role as a training platform for new and less experienced, faculty members. This gives them valuable experience in supervision and prepares them for being main supervisors in the future. In some cases, experienced internal supervisors carry out the role of a co-supervisor, supporting a less experienced main supervisor. The PhD coordinators at the departments also provides guidance and support to the supervisors.

#### Training of Supervisors

Since 2021, NHH has offered courses/seminars on supervision to faculty on a regular basis. The training aims to provide knowledge and skills for new PhD supervisors, as well as offering experienced supervisors useful tools and opportunities to share best practices. The courses/seminars are now included as part of the programme for basic pedagogical competence at NHH. The supervision training has been well received by the participants. Initially, the workload of the course was 50 hours (2021-2022), the workload of the course has been reduced to a 25-hour course.

*Table 15 Overview of number of faculty members attending the PhD supervision courses 2021-2023*

	2021	2022	2023
Number of faculty members	20	6	13

Universities Norway (UHR) has initiated work on national guidelines for training and follow-up of supervisors. When the guidelines are finalized, we will evaluate the training offered to faculty, and discuss adjustments to the training offered to supervisors at NHH.

<sup>21</sup> In addition to the employment contract, admission to the PhD programme is formalised in a written PhD contract stating the obligations of the student and NHH in the programme.

## Evaluate Process for Assigning Supervisory Committees

In the PhD programme evaluation, the External Committee observed different models (e.g. top-down vs. bottom-up approaches) across the departments at NHH for pairing students and supervisors. The action plan<sup>22</sup> included a follow-up of this issue, to discuss and evaluate the process for assigning supervisory committees in the Research Committee.

In this respect, closely related issues are the impartiality of supervisors, and asymmetries related to the supervisor relationship. On 19 September 2023, The National Research Ethics Committee published a report *Guide to the institutions' responsibility related to research ethics*<sup>23</sup>. While this guide deals with research ethics more broadly, chapter 2 of the guide in particular looks into the responsibilities of the supervisor in relation to research ethics and research integrity. The guide points to several questions and dilemmas that might arise in the supervisor relationship such as co-authorships, plagiarism, ownership to data and material, personal integrity. It is emphasized that the supervisors must be conscious of the asymmetry in the supervisory relationship.

Evaluation of the process for assigning supervisory committees was on the agenda in the Research Committee (Case 29/23). Here also the points and dilemmas mentioned in the guide from the National Research Ethics Committee were discussed. The Research Committee believed that the current practice of appointing supervisors is appropriate. As for impartiality issues, it was suggested that the requirements should be extended to not only govern the relationship between supervisor(s) and the PhD student, but also the relation between supervisors. This will be followed-up in 2024 when revising the PhD regulations and the PhD contract.

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<sup>22</sup> The following action plan was decided for the PhD programme after the programme evaluation in 2021/2022:

- General programme design: - Evaluate the policy for allocation of research scholarships; - Continue to explore possibilities of extending the PhD programme beyond four years
- Training component: - Evaluate overall size as well as variations across specialisations; - Evaluate the need for guidelines for mandatory courses; - Consider further possibilities of cooperation across specialisations
- Thesis component: - Evaluate publication policies before graduation and follow-up of publication record of graduates after graduation; - Evaluate processes for assigning supervisory committees
- Placement and career support: - Develop clear a NHH placement and career support strategy; - Enhance exchange of best practice

<sup>23</sup> [Veileder om institusjonenes ansvar for forskningsetikk | Forskningsetikk](#)

## 4 PROGRESSION STATISTICS AND STUDENT FOLLOW-UP

Supervisors, as well as the department PhD coordinators, follow up the students on an individual basis throughout the year. Also measures such as more involvement of PhD students in active research groups and more focus on the qualifications of supervisors, are thought to improve the students' progression, as well as the quality of the programme. Several measures are in place for ensuring the individual student's progression: the academic work and progression is closely monitored with clear milestones; annual progress reports are submitted by the student, the supervisor and the department; PhD Research Scholars at NHH are offered annual appraisal meetings ("medarbeidersamtaler"), and annual PhD progress meetings are held at each department, addressing the need for further measures for each student. In 2023, HR revised the appraisal meetings forms and a separate form was developed specifically for the follow-up of PhD students. There is a strong focus on early detection of delays in progression, with the aim to quickly provide assistance to these students to get them back on track.

This chapter first briefly presents statistics on throughput and is concluded by a section on various issues of follow-up.

### 4.1 Statistics on the Throughput Rate

The official national measure of the DBH database on throughput rate, is the percentage of PhD candidates that complete the programme within six years, as shown in Table 16. Note that in calculating this measure, there is no deduction due to leaves of absence. Moreover, note that the measure is defined upon a single admission year, more specially, those admitted to the programme six years earlier.

For 2023 the number reported is 85 %, i.e. 85 % of the students that were admitted into the programme in 2017 completed the programme within six years. This is well above the average rate of the sector. Note that normally, each year's admission cohort counts only 20 to 30 students, or even less. This means that delays and long legally justified leaves of absence of even a few students may greatly affect this measure, as was the case of the reported numbers of 2021 and 2022, (the 2015 and 2016 admissions).

*Table 16 Percentage of PhD candidates that complete the programme within six years*

Reporting year	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Underlying cohort	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
NHH	57.9%	46.2%	61.5%	77.3%	76.2%	72.2%	81.8%	55%	54.6%	85%
Sector	65.5%	66.3%	67.9%	66.1%	68.3%	66.3%	70.2%	67.9%	65.83%	65.7%

Table 17 provides a snapshot (per 1 January 2024) of the current status for the cohort of each year (i.e., the students enrolled during the years 2014 - 2023)<sup>24</sup>. Due to leaves of absence and extended study periods, the end result for each cohort will not be available until years later. Note that the cohorts of 2014 - 2019 are beyond their first four-year period, and the cohorts of 2014 - 2017 are beyond the six-year period. Appendix 7.3 provide details per specialisation.

*Table 17 Current status PhD students by admission year (Snapshot per 1 January 2024)*

Year of Admittance:	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Admitted students*	21	20	13	27	22	28	24	27	14	17
a) Active		2	1	4	8	23	19	21	14	17
b) Completed	19	14	9	23	10	2	1			
c) Termination of contract	1	1	3		4	2	2	4		
d) Expired study right	1	3								

\*Admitted students: Students who quit shortly after start (no courses completed, or not started at all) are omitted (one in 2019, two in 2020 and two in 2021).

In interpreting throughput rates, one should bear in mind that there are several well-grounded reasons for why the PhD students use more than four years from contract start to thesis defence: In some departments, as a policy to enhance job-market competitiveness, measures are taken to extend the programme with a fifth year (e.g., by the provision of 5<sup>th</sup> year stipends for very promising students). Other reasons are, for example, legally justified parental leaves and sickness absence periods.

## 4.2 Further Issues of Student Follow-Up

Student follow-up also includes other aspects than the formal progression monitoring mentioned above. In the Board meeting in December, the Board was given an overview of how the PhD candidates are followed-up at NHH (Case 62/23), both as PhD students, and as employees<sup>25</sup>. The section below briefly comments upon some further aspects.

### Onboarding

The departments are well aware of the importance of good onboarding as a key success criterion for the initial progress of the students. Most departments place great effort in the onboarding process. Moreover, a new central onboarding process for all new employees at NHH has been organised by HR. The goal of this new process is for everyone to be properly introduced and integrated into the organization. New employees receive a welcome letter with relevant information before they start and are invited to a welcome day shortly after they begin.

<sup>24</sup> As registration procedures have changed in the period, the table excludes (the low number) PhD Agreements that have been withdrawn in the early stage. The categories are as follows:

- Active: Students that still have their study right;
- Completed: Students that have successfully completed their PhD degree;
- Termination of Contract: Research scholar contract (and study right) terminated within the contract period;
- Expired Study Right: Students who have completed their four-year research scholar position, but not completed within the six-year study right. While this group has lost their right to submit a dissertation, they may, however, later apply for permission to submit.

<sup>25</sup> See [Offentlig-innkalling---styret-ved-norges-handelshovskole-12.12.2023.pdf \(nhh.no\)](https://www.nhh.no/offentlig-innkalling---styret-ved-norges-handelshovskole-12.12.2023.pdf)

## Mental health and well-being

As documented in a recent report<sup>26</sup> from the Association of Doctoral Organizations in Norway (SiN), the pandemic put a lot of mental stress on the PhD students. The mental well-being of PhD students was on the agenda in the Research Committee (Case 20/23), where HR was invited to attend the meeting, since HR is responsible for several measures related to this topic. It was discussed whether NHH should strengthen and/or clarify NHH's offer related to mental well-being for the PhD students. The Research Committee considered that NHH provided an adequate portfolio of measures in this respect. However, it also was noted that NHH should make the measures the school offers more visible to the PhD students, the administration at the departments, the supervisors and NHHdoc. This has been done by posting this information, as well as whom to contact in different cases, on the webpages for the PhD programme<sup>27</sup>, thus making it easier for the PhD student to find relevant information.

NHH and the occupational health service developed a seminar in 2019 with a focus on the PhD students' mental health and stress management. The seminar "*Coping competence – be a scientist in your own life*" was well received and is something NHH has offered to the PhD students on a regular basis from 2019-2022. In 2023, NHH changed the provider of occupational health services, and therefore the seminar was not offered in 2023. The Section for Doctoral Education, HR and NHHdoc have collaborated to develop a new seminar which will be offered in 2024.

## NHHdoc

In August 2020, the PhD students took the initiative to launch an independent PhD association for research scholars at NHH, *NHHdoc*. NHHdoc works to provide a platform for professional, social, and cultural exchange across departments and research centres at NHH. It cooperates closely with the PhD association at UiB, UiBdoc, and the umbrella association for all PhD and post-doctoral researchers in Norway, SiN.

The collaboration with NHHdoc and the Vice Rector for Research and the Section for Doctoral for Education have been strengthened the last year. The Vice Rector for Research has regular meetings with the leader of NHHdoc to ensure that important issues for the PhD Research Scholars are followed up.

In 2023, NHHdoc has strengthened its offer of onboarding support, organising a tour around NHH and the city for the new PhD scholars, among other activities. Other social events organized by the association include the "Lønningspils", board game nights, attending the Sarpsborg – Brann football match, and the traditional Christmas dinner. NHHdoc events are in English and open to all PhDs.

The association has also worked closely with the Section for Doctoral Education to provide input in matters relevant to the PhD scholars. Additionally, NHHdoc has launched a monthly newsletter where the PhD scholars are made aware of the links, points of contact and

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<sup>26</sup> [COVID-19 related project delays, contract extension applications, mental health, and well-being – Association of Doctoral Organizations in Norway \(stipendiat.no\)](https://stipendiat.no)

<sup>27</sup> [Getting started as a new PhD candidate | NHH](#)

procedures to navigate life at NHH and Bergen, for example, to register sick leave or use the Norwegian healthcare system.

### **Extension of contracts of employment for PhD Research Scholars on short-term sick leave**

From 1 July 2023, the Ministry of Education and Research has repealed the employment regulations section § 2-3, fifth paragraph<sup>28</sup>, which established that absence had to amount to at least two consecutive weeks in order to provide a basis for extending the contract of employment. Thus, PhD Research Scholars now have the right to extension for legally and collectively agreed upon absences from the first day of absence, for example, shorter periods of sick leave and absence due to a sick child.

### **Consequences and Adaptations due to the Pandemic**

In “*Tilstandsrapport for høyere utdanning 2022*”<sup>29</sup> it was emphasized that one might expect more delays and challenges due to the pandemic. The Office of Human Resources is in charge of scholarship extensions due to Covid-19. The PhD students have been informed of the possibility to apply for scholarship extensions if Covid-19 has been a hinderance to progress. Students may only apply when they are in the final stages of their PhD employment contract. The PhD students normally receive a two-months extension when they apply for a Covid-19 extension. In 2023, 17 PhD students received a total of 19 extensions. Below, is an overview of number of Covid-19 scholarship extensions from 2020-2023 Table 18.

*Table 18 Number of Covid-19 scholarship extensions from 2020-2023*

Year	2020	2021	2022	2023
Number of Covid-19 extensions	6	21	18	19

<sup>28</sup> [https://lovdata.no/dokument/SF/forskrift/2006-01-31-102/KAPITTEL\\_2#KAPITTEL\\_2](https://lovdata.no/dokument/SF/forskrift/2006-01-31-102/KAPITTEL_2#KAPITTEL_2)

<sup>29</sup> [TRHU\\_2022.pdf](#)

## 5 PLACEMENT AND CAREER SUPPORT

This chapter reviews activities and issues related to career support and placement, in accordance with the ambitions stated in the NHH strategy: *Graduates will succeed in the competition for scholarly positions at recognised international institutions and be sought-after by knowledge-intensive institutions and firms outside of academia.*

### 5.1 Placement Statistics

The majority of the PhD graduates continue with an academic career, but an increasing number take on leading positions for example in management, consultancy, public institutions, and other larger organisations. During 2018-2023, 68% of the PhD graduates continued their careers in academic institutions. For the 2023 graduates as many as 90% continued their career in academic research institutions, and 26% of this group got their job at a highly ranked institution other than NHH. Table 19 and Table 20 shows the details for each year, also covering the gender perspective.

*Table 19 Percentage of each year's graduates with first job in academic or other sectors*

	2018	2019	2020	2021	2022	2023	2018-2023
Number of PhD defences per year	19	17	13	16	19	20	104
First job in academic research institutions	74%	76%	54%	56%	53%	90%	68%
First job in other sectors	21%	24%	38%	44%	42%	5%	29%
First job unknown	5%	0%	8%	0%	5%	5%	3%

*Table 20 Percentage of each year's graduates with first job in academic, by gender*

	2018	2019	2020	2021	2022	2023	2018-2023
Number of graduates per year (female graduates)	19 (4)	17 (10)	13 (4)	16 (7)	19 (7)	20 (6)	104 (38)
Percentage of females with first job in academia	100%	70%	50%	43%	43%	25%	23%
Percentage of males with first job in academia	71%	86%	63%	67%	58%	65%	45%

Table 21 shows the number of placements at highly ranked schools, specifying candidates with their first job at NHH/SNF, and at other highly ranked schools. Table 22 presents aggregate numbers of placements at highly ranked schools per specialisation.

*Table 21 Number of placements at NHH/SNF and other highly ranked schools*

	2018	2019	2020	2021	2022	2023	2018-2023
Number of defences	19	17	13	16	19	20	104
Number of first jobs in academic research institutions	14	13	7	9	10	18	71
Placement NHH/SNF	5	4	3	3	4	5	24
Placement highly ranked schools (excl. NHH/SNF)	1	3	2	2	3	5	16

*Table 22 Placement at highly ranked schools (excluding NHH/SNF), per specialisation 2018-2023*

	FIN	FOR	FSK	RRR	SAM	SOL
Number of placements at highly ranked schools	6	1	0	2	4	3



The greater part, 65%, of the graduates 2018-2023, started their first job in Norway, while 25% started their careers abroad, as shown in Table 23. Further details as to which sector, in Norway and abroad, are shown in Table 24. For further information, see Appendix 7.4.

*Table 23 Percentage of each year's graduates with first job in Norway*

First job:	2018	2019	2020	2021	2022	2023	2018-2023
In Norway	63%	76%	54%	94%	74%	65%	72%
Outside Norway	32%	24%	38%	6%	21%	30%	25%
Unknown	5%	0%	8%	0%	5%	5%	3%

*Table 24 Percentage of first job per sector (academic/others) and localisation (Norway/abroad)*

First job:	2018	2019	2020	2021	2022	2023	2018-2023
In academic research institutions in Norway	47%	53%	39%	56%	37%	60%	49%
In academic research institutions abroad	26%	24%	15%	0%	37%	30%	19%
In other sectors in Norway	16%	23%	15%	38%	16%	5%	23%
In other sectors abroad	5%	0%	23%	6%	5%	0%	6%
Unknown	5%	0%	8%	0%	5%	5%	3%

The PhD programme at NHH enjoys a highly international PhD student body, where a considerably large part of non-Norwegian graduates continues to work in Norway: 94% of the graduates with a Norwegian citizenship, and 53% of the graduates of other nationalities, started in their first job in Norway 2018-2023. Table 25 shows the percentage of graduates with Norwegian versus other citizenships, while Table 26 shows the percentage of each group that started their first job in Norway.

*Table 25 Percentage of graduates per nationality group (Norwegian/Non-Norwegian)*

	2018	2019	2020	2021	2022	2023	2018-2023
Proportion with Norwegian citizenships	42%	53%	31%	63%	53%	40%	47%
Proportion with other citizenships	58%	47%	69%	38%	44%	60%	53%

*Table 26 Percentage of Norwegians and Non-Norwegians with first job in Norway*

	2018	2019	2020	2021	2022	2023	2018-2023
Norwegians with first job in Norway	75%	100%	100%	100%	100%	88%	94%
Non-Norwegians with first job in Norway	55%	50%	33%	83%	56%	50%	53%

We conclude by giving a brief account of the placements of the 2023 graduates. 18 graduates continued their academic career at institutions such as BI Norwegian Business School, Harvard University, Kristiania University, The College of Mexico A.C., and Sintef, The University of Sydney, Tuck School of Business, University of Amsterdam, University of Copenhagen, University of South-Eastern Norway, Western Norway University of Applied Sciences and five started in a position at NHH Norwegian School of Economics or SNF. Two graduates continued their career in non-academic institutions (Norwegian Institute for Public Health, Skatteetaten).

## 5.2 Career Support

Career support provides the PhD student with guidance for finding and succeeding in the pathway of their preference. Consequently, career guidance is also an important tool for achieving NHH's objectives of placement.

Most career support is carried out at the departmental level. The choice of measures for placement and career support, as well as the emphasis on international job markets, however, varies across departments. Several departments have formally appointed placement officers to assist in providing career support. Career guidance in most departments is also done by the PhD coordinator and/or the head of the department, and career guidance is normally considered an integral part of supervision. Several departments, but not all, have in recent years enhanced their efforts in placement and career support, in particular regarding international job markets.

### Action Plan on Placement and Career Support

Continuing the follow-up of the PhD programme evaluation action plan, an action plan on placement and career support was developed and discussed in the Research Committee (Case 21/23). The following action plan was thereafter approved by Vice Rector for Research:

Comprehensive and systematic career support for PhD Research Scholars at NHH shall contribute to fulfil the NHH strategy 2022-2025 regarding placement: *Graduates will succeed in the competition for scholarly positions at recognised international institutions and be sought-after by knowledge-intensive institutions and firms outside of academia.*

This action plan shall ensure that all PhD Research Scholars will receive sufficient career support. Beyond the formal academic guidance in the programme this will include:

- Information on different career paths
- Individual career guidance
- Training in transferable skills
- Job market preparations

Career support will be offered throughout the employment period. In order to succeed with a good placement, information on different career opportunities and career support should start early in the employment period.

The department will have the main responsibility and be the main arena for career support. In particular, each department will designate one person who is responsible for placement and career support in the PhD specialisation. This could take the form of a placement officer.

In addition to the measures offered at each department, some measures will also be offered at the central level. This encompasses professional and personal development in topics such as, research ethics, networking and teamwork, media training, presentations skills and resilience and stress management.

## Transferable skills

In 2023, several activities regarding transferable skills were offered. This includes the mandatory course in pedagogy. Moreover, The Office of Communications and External Relations regularly offers courses/seminars to faculty, including PhD students, on topics related to research communication. In 2023 they offered one course on how to write articles for a general audience, and two courses (one in English and one in Norwegian) in media training. *Pitch your PhD* was offered for the first time in 2023 and was well received by the attending PhD students. The workshop will also be offered in 2024, and, based on feedback from the students, it will be offered prior to the 2024 mid-way evaluations.

In addition, ENGAGE.EU offered a workshop for PhD students in the alliance at WU-Vienna University of Economics and Business with the focus on *Communicating Science for Impact: Strategies for Reaching Diverse Audiences & Maximizing Benefits*. Four PhD students from NHH received a travel grant to attend the workshop. In ENGAGE.EU 2.0 there is a strong focus in work package 4 (task 3) on supporting early-stage researchers in their career development.

To enhance visibility, and further extend the offer, an initiative has been taken to define a transferable skills programme. While some themes and training events will cater to narrower target audiences such as the PhD students, other activities will be directed to academic staff in general.

The scheme for the transferable skills programme was discussed in the Research Committee in 2023 (Case 38/23). The initiative was well received by the Research Committee. In addition, NHHdoc has contributed with input as to current and future offers in transferable skills training, and NHHdoc conducted a survey among the PhD students, asking for input on areas they would like to receive more training offers in transferable skills. Their feedback is valuable input in developing new initiatives for 2024, as well as developing a two-year plan for transferable skills. The work on the transferable skills programme at NHH will continue in 2024.

## 6 ASSURANCE OF LEARNING (AOL)

The AoL process is a system for continuous improvement of the study programmes. It involves measuring whether there is consistency between the content of a programme and a selection of the programme's learning goals. The results from these measures are used for quality assurance and continuous improvement of the programme.

A learning goal describes a knowledge, skill or general competence that students have acquired when completing their education. To measure whether the learning goal has been achieved, the learning goal is translated into measurable learning objectives.

The currently used learning goals and associated learning objectives for the PhD programme are as follows:

*Table 27 Learning goals and learning objectives PhD programme*

<b>Learning Goal - Relevance (LG1):</b> Graduates will be able to apply appropriate theories and methodologies to relevant research problems.
<ul style="list-style-type: none"> <li>• Learning Objective (LO1a): Can formulate relevant research problems</li> <li>• Learning Objective (LO1b): Can extend theoretical, empirical or methodological insights and apply appropriate analysis</li> </ul>
<b>Learning Goal - Communication (LG2):</b> Graduates can communicate their research in a clear and effective manner
<ul style="list-style-type: none"> <li>• Learning Objective (LO2a): Can present and discuss own research in relevant academic forums</li> <li>• Learning Objective (LO2b): Can produce research papers in accordance with international standards</li> </ul>
<b>Learning Goal - Sustainability (LG3):</b> Graduates demonstrate insight and awareness of sustainability issues in their research fields
<ul style="list-style-type: none"> <li>• Learning Objective (LO3a): Can relate research in their field to sustainable value creation</li> </ul>

### 6.1 Status AoL work

In 2023, the second round of measurement for all three learning goals and the associated learning objectives were completed. The results for learning goal 1 (Relevance) and learning goal 2 (communication) were discussed in the Research Committee in the autumn (Case 28/23) and the results and the analyses of learning goal 3 (Sustainability) will be discussed in the first meeting in the Research Committee in 2024.

The results from the first round, where the measurement point were public defences and PhD thesis, showed that, for learning goal 1 (Relevance) and learning goal 2 (Communication), no students scored “unsatisfactory”, and a solid share scored “exemplary”. Based on these results, it did not seem necessary to make changes in the programme at the time. Therefore, in the next round, it was decided to move the measurement point to an earlier stage in the programme, more specifically to the midway evaluation. The same rubrics were used for the second round of measurements. This point in the PhD programme marks the completion of the training component. It was expected that the share of “exemplary” results would be reduced in the second round of measurements compared the first round of measurements at the end of the programme. The second round of measurements for LO1a, LO1b and LO2b

started spring 2021, and LO2a started autumn 2021, and the measurements were completed (with at least 30 measurements) spring 2023. Below is a summary of the main results.

The results for learning goal 1 (Relevance) shows that the share of “exemplary” are reduced for the second round of measurement, see Table 28. However, the share of “exemplary” are above 30% for both LO1a and LO1b. Moreover, in the first round of measurement no students scored “unsatisfactory”, while in the second round of measurements the share of “unsatisfactory” scores were 2% and 7% for LO1a and LO1b, respectively.

*Table 28 Results for the first and second round of measurements for learning goal 1 (Relevance)*

	First LO1a	Second LO1a	First LO1b	Second LO1b
Exemplary	73%	33%	48%	30%
Satisfactory	27%	66%	52%	63%
Unsatisfactory	0%	2%	0%	7%

When looking at the results for learning goal 2 (Communication), see Table 29, the share of “exemplary” is reduced for the second round of measurement. However, the share of “exemplary” are above 40% for both LO2a and LO2b. Moreover, in the first round of measurement no students scored “unsatisfactory”, while in the second round of measurements the share of “unsatisfactory” scores were 2% both for LO2a and LO2b.

*Table 29 Results for the first and second round of measurements for learning goal 2 (Communication)*

	First LO2a	Second LO2a	First LO2b	Second LO2b
Exemplary	17%	47%	68%	44%
Satisfactory	26%	51%	32%	54%
Unsatisfactory	0%	2%	0%	2%

There was a discussion in the Research Committee whether the results called for any changes in the programme. The committee found the results to be satisfying and did not see any current need to make changes in the programme based on the results.

In 2024, there will be a process to determine new learning goals and learning objectives for the PhD programme. There will be discussion both in the Research Committee and the AoL committee before they are finally decided.

## 7 APPENDIXES

### 7.1 Appendix: Some Further Details on the Main Admission 2023

The deadline for the main admission was 15 January, below are presented some additional statistics on this main admission.

Table 30 shows the number of applicants in the main admission from 2021 – 2023. The number of applications had increased until 2021, but had a drop for nearly all departments in 2022 and 2023. In 2023, all six specialisations were recruiting through the main admission and received a total of 651 applications from 572 unique applicants. The percentage of female applicants was 34.2%. The percentage increased from 30,5% in 2019 to 37.8% in 2022, however, for 2023 there was a small drop in the percentage of female applicants. As in previous years, the majority of applicants were foreign nationals (98.6%). In 2023 1.2 % (2022, 2.2%) of the applicants were NHH master's graduates.

Table 30 Overview of applicants for the main admission per department<sup>30</sup> 2021-2023

Department	Number of applicants			Female Applicants			Norwegian Citizens			NHH Master's degree		
	2021	2022	2023	2021	2022	2023	2021	2022	2023	2021	2022	2023
FOR	248	188	158	29.4%	37.2%	32.9%	1.2%	1.6%	0.0%	4.0 %	2.1%	0.6%
FIN	96	-	105	28.1%	-	32.3%	3.1%	-	2.8%	10.4%	-	5.7%
FSK	-	-	43			55.8%	-	-	6.9%	-	-	0.0%
RRR	54	55	49	33.3%	34.5%	34.7%	2.0 %	0.0%	2.0%	7.4%	1.8%	2.0%
SAM	210	125	111	34.3%	38.4%	26.1%	2.4%	1.6%	1.8%	3.3%	2.4%	0.9%
SOL	220	126	185	35.9%	39.7%	36.2%	0.9%	1.6%	1.6%	4.1%	2.4%	1.6%
Total	828	494	651	32.5%	37.8%	34.2%	1.7%	1.4%	1.4%	4.8%	2.2%	1.8%

Table 31 gives an overview of master's degrees for *unique* applicants in the main admission. The total number of unique applicants that had a master's degree from highly ranked schools<sup>31</sup> is 8% (2% from NHH, and 6% from other highly ranked schools).

Table 31 Overview of master's degree for unique applicants 2022-2023 for the main admission

	2022	2023
Total number unique applicants	426	529
Percentage with master's degree from NHH	1% (6)	2% (11)
Percentage with master's degree from other ranked schools (excl. NHH)	16% (68)	6% (33)
Percentage with master's degree from Nordic schools (excl. NHH)	8% (36)	8% (41)
Master's degree from other schools (not ranked)	79% (335)	88% (463)
Unknown	4% (17)	4% (20)

<sup>30</sup> FSK normally has not been a part of the main admission.

<sup>31</sup> See footnote 1.

## 7.2 Appendix: PhD Courses Offered in 2023

Table 32 lists the PhD courses offered at NHH in 2023 and includes information on the ECTS per course and the corresponding total ECTS per course. In addition, the table includes the number of students completing the final exam/evaluation<sup>32</sup>. Further details on course descriptions are available at the [PhD Courses website](#).

Table 32 List of PhD courses 2023

Course	Course title	ECTS	Semester	Students	Total ECTS
BEA514	Topics in Numerical Optimization	5	Spring	6	30
BEA524	Taxes and Labor Mobility (Withdrawn)	5	Spring	0	0
ECS507	PhD Macroeconomics II	7.5	Spring	7	52.5
ECS509	PhD Econometrics II	7.5	Spring	7	52.5
ECS565	PhD Microeconomics II	7,5	Spring	10	75
ECS572	Topics in Behavioral Theory	5	Spring	21	105
FIN540	Empirical Corporate Finance II	4	Spring	3	12
FIN550	A Practical Guide to Instruments using Stata	2.5	Spring	2	5
FIN551	Advanced Data Analysis in Empirical Asset Pricing	2.5	Spring	0	0
MET504	Theory and Research Evaluation	5	Spring	8	40
MET512	Advanced Qualitative Methods	7.5	Spring	6	45
MET522A	Multivariate Data Analysis	5	Spring	10	50
MET522B	Advanced Structural Equation Modeling	2,5	Spring	6	15
MET528	Scientific Methods	7.5	Spring	8	60
MET529	Applied Business Analytics	2.5	Spring	15	37.5
ORG521	Entrepreneurship and Strategy	5	Spring	11	55
BEA511	Topics in Dynamic Modeling and Optimal Controls	5	Autumn	2	10
BEA513	Topics in Probability Theory and Stochastic Processes	5	Autumn	3	15
BEA521	Tax Policy and Multinational Firms	5	Autumn	2	10
BEA522	Rural Logistics	5	Autumn	11	55
BEA525	Financial Engineering in Energy Markets using Real Options (Withdrawn)	5	Autumn	0	0
ECS504	PhD Microeconomics I	7.5	Autumn	11	82.5
ECS506	PhD Macroeconomics I	7.5	Autumn	6	45
ECS508	PhD Econometrics I	7.5	Autumn	8	60
ECS573	Confronting Decision Theory with Experimental Data and Vice Versa	5	Autumn	32	160
FIN501A	Asset Pricing I	5	Autumn	4	20
FIN501B	Asset Pricing I	5	Autumn	4	20
FIN504A	Corporate Finance I	7,5	Autumn	5	37.5
FIN504A	Corporate Finance I	2,5	Autumn	4	10
FIN538	Financial Econometrics	7.5	Autumn	9	67.5
FIN539B	Research Seminar in Finance	2.5	Autumn	4	10
FSK504	The Multilingual Workplace and Multilingual Society: Access, Communication & Participation	2.5	Autumn	14	35
MAR529	Front Lines on Adoption of Digital and AI-Based Services	5	Autumn	7	35
MET501A	Research Designs and Methodological Choices	5	Autumn	5	25
MET513	Academic Writing in a Research Setting	2.5	Autumn	4	10
MET529	Applied Business Analytics	2.5	Autumn	7	17.5
MET530	Introduction to Research Designs and Methodological Choices: Accounting Track	5	Autumn	2	10
REG511	Contemporary Issues in Management Accounting Research	7.5	Autumn	2	15

<sup>32</sup> As some students follow the course, but do not complete it, the number of students following the course may be higher.

### 7.3 Appendix: Statistics on Progression

Below is an overview of the status of students per specialisations admitted 2014-2023.

*Table 33 Specialisation Finance: Current status by admission year*

Year of Admittance:	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Admitted students	4	2		6		4		4		4
a) Active						4		2		4
b) Completed	4	1		6						
c) Termination of contract								2		
d) Expired study right		1								

*Table 34 Specialisation Business and Management Finance: Current status by admission year*

Year of Admittance:	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Admitted students	5	6	3	5	7	5	6	8	5	3
a) Active				2	3	4	5	7	5	3
b) Completed	5	6	2	3	3	1	1			
c) Termination of contract			1		1			1		
d) Expired study right										

*Table 35 Specialisation Professional and Intercultural Communication: Current status by admission year*

Year of Admittance:	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Admitted students				2		2		1		1
a) Active						2		1		1
b) Completed				2						
c) Termination of contract										
d) Expired study right										

*Table 36 Specialisation Accounting, Auditing and Law: Current status by admission year*

Year of Admittance:	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Admitted students	1	1	2	4	5	3	3	1	1	2
a) Active					1	2	2	1	1	2
b) Completed		1	2	4	3					
c) Termination of contract					1	1	1			
d) Expired study right	1									

*Table 37 Specialisation Economics: Current status by admission year*

Year of Admittance:	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Admitted students	6	5	3	5	5	6	6	5	6	6
a) Active		2		1	2	5	6	5	6	6
b) Completed	6	3	3	4	3					
c) Termination of contract						1				
d) Expired study right										

*Table 38 Specialisation Strategy and Management: Current status by admission year*

Year of Admittance:	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Admitted students	5	6	5	5	5	7	7	6	2	1
a) Active			1	1	2	6	6	5		
b) Completed	4	3	2	4	1	1				
c) Termination of contract	1	1	2		2		1	1		
d) Expired study right		2								



## 7.4 Appendix: Statistics on Placement

Below is an overview of placement records for graduates 2018-2023.

*Table 39 Placement graduates 2018-2023*

	2018	2019	2020	2021	2022	2023
Academia						
First job in academia in Norway (NHH in parentheses)	5 (3)	8 (2)	4 (2)	7 (3)	7 (4)	9 (4)
First job in academia in other Nordic countries	0	2	1	0	0	1
First job in academia in Europe	2	1	1	0	1	1
First job in academia outside Europe	1	0	0	0	2	4
Research institutions						
First job research institutions in Norway (SNF in parentheses)	4 (2)	1 (1)	1 (1)	2 (0)	0 (0)	3 (1)
First job research institutions abroad	2	1	0	0	0	0
Other Sectors						
First job other sectors	4	4	5	7	8	1
First job unknown	1	0	1	0	1	1
Total number of defences	19	17	13	16	19	20

*Table 40 Placement graduates 2018-2023 per specialisation*

	FIN	FOR	FSK	RRR	SAM	SOL
Academia						
First job in academia in Norway (NHH in parentheses)	2 (0)	11 (5)	1 (1)	9 (4)	2 (1)	15 (7)
First job in academia in other Nordic countries	1	0	0	1	1	1
First job in academia in Europe	2	0	0	0	3	1
First job in academia outside Europe	3	0	1	0	3	0
Research institutions						
First job research institutions in Norway (SNF in parentheses)	0 (0)	5 (2)	0 (0)	0 (0)	6 (2)	0 (0)
First job research institutions abroad	1	1	0	0	1	0
Other Sectors						
First job other sectors	5	7	1	3	7	6
First job unknown	0	1	0	1	0	2
Total number of graduates	14	25	3	14	23	25

# ÅRSRAPPORT FOR 2023 FRA REDELIGHETSUTVALGET VED NHH OG SNF

Saksbehandler Bjarte Grønner  
Arkivreferanse 21/01729-5

Utvalg	Møtedato	Utvalgsnr
Styret ved Norges Handelshøyskole	17.04.2024	22/24

## **Forslag til vedtak:**

Styret tar Redelighetsutvalgets årsrapport for 2023 til orientering.

## **Bakgrunn:**

Ifølge lov om organisering av forskningsetisk arbeid (forskningsetikkloven) vedtatt i 2017, skal institusjonene i UH-sektoren ha et Redelighetsutvalg. Loven har også bestemmelser med krav til sammensetningen av Redelighetsutvalget.

Redelighetsutvalget ved NHH og SNF skal i henhold til sitt mandat gi styret en årlig orientering om arbeidet i utvalget.

Redelighetsutvalget har mandat til å behandle saker som gjelder mistanke om brudd på anerkjente forskningsetiske normer. Redelighetsutvalget har i løpet av 2023 ikke mottatt noen meldinger om mulige brudd på anerkjente forskningsetiske normer.

Redelighetsutvalget har siden oppstarten også ønsket å bidra i det forebyggende forskningsetiske arbeidet. Utvalget arbeider med tiltak for videreutvikling av det forskningsetiske opplæringstilbudet ved NHH og SNF. I samarbeid med den nasjonale forskningsetiske komiteen for samfunnsvitenskap og humaniora har derfor utvalget planlagt et arrangement ved NHH i februar 2024 – som nå er gjennomført i henhold til plan. Tema var det forskningsetiske systemet i Norge.

Det er også satt i gang et arbeid med sikte på en revisjon av retningslinjer og mandat for utvalget. Her vil det foreslås blant annet å formalisere at Redelighetsutvalget skal arbeide forebyggende mot uredelighet i forskning.

**Vedlegg:** Årsrapport fra Redelighetsutvalget ved NHH og SNF 2023

## Sak 22/24 Vedlegg

NHH



SNF



# ÅRSRAPPORT 2023

REDELIGHETSUTVALGET VED NHH OG SNF

## 1. SAMMENSETNING OG MANDAT

Ifølge lov om organisering av forskningsetisk arbeid (forskningsetikkloven) vedtatt i 2017, skal forskningsinstitusjonene ha et Redelighetsutvalg. Loven har også bestemmelser med krav til sammensetningen av Redelighetsutvalget. Utvalget skal ha kompetanse i forskning, forskningsetikk og jus. Det er i tillegg et krav om at minst ett medlem ikke skal være ansatt ved institusjonen.

I 2023 har Redelighetsutvalget ved NHH hatt følgende sammensetning:

Leder:

- Prorektor for forskning, Professor Malin Arve, NHH

Medlemmer:

- Professor Nina Øyen, Institutt for global helse og samfunnsmedisin, UiB
- Professor emeritus Knut Ims, NHH
- Seniorforsker Margrethe Aanesen, SNF
- Seniorrådgiver Merete Endestad, NHH (Jurist)

Varamedlemmer:

- Professor Lise Øvreås, Institutt for biovitenskap, UiB, personlig vara for Nina Øyen
- Professor Ivar Kolstad for NHH
- Seniorforsker Armando José Garcia Pires for SNF
- Monica Nielsen Øen (til 31.10.2023), personlig vara for jurist Merete Endestad

Sekretariatsfunksjonene blir ivaretatt av Forskningsadministrativ avdeling (FAA) og har i 2023 blitt utført av:

- Seniorrådgiver Bjarte Grønner

Redelighetsutvalget har følgende mandat:

- Utvalget skal behandle saker som gjelder mistanke om brudd på anerkjente forskningsetiske normer
- Bidra i det forebyggende arbeidet mot uredelighet i forskningen.<sup>1</sup>

Det er satt i gang et arbeid med å revidere retningslinjer og mandat hvor det blant annet vil fremkomme at Redelighetsutvalget også skal arbeide forebyggende mot uredelighet i forskning.

I 2023 ble det avholdt to møter i utvalget.

## 2. BEHANDLING AV ENKELTSAKER VED MISTANKE OM BRUDD PÅ ANERKJENTE FORSKNINGSETISKE NORMER

Ifølge retningslinjene for behandling av saker om mulige brudd på anerkjente forskningsetiske normer ved NHH, skal melding av mulige brudd skje proporsjonalt og i samsvar med god forvaltningsskikk, jf. § 1. Med en proporsjonal tilnærming menes at sakene skal prøves løst på et lavest mulig nivå og at fremstillingen av saken skal tilpasses alvoret i meldingen. NHH og SNF skal sikre partenes rett til kontradiksjon i alle sakens ledd. Instituttene ved NHH og SNF skal rapportere til Redelighetsutvalget om saker som avsluttes lokalt ved disse enhetene.

<sup>1</sup> Dette punktet kom til etter ønske fra utvalget og er ikke formalisert i mandatet.

Redelighetsutvalget har i løpet av 2023 ikke mottatt noen meldinger om mulige brudd på anerkjente forskningsetiske normer.

### 3. BIDRAG TIL DET FOREBYGGENDE ARBEIDET MOT UREDELIGHET I FORSKNINGEN

Redelighetsutvalget har i 2023 diskutert og engasjert seg i det forebyggende arbeidet mot uredelighet i forskningen. Opplæring i forskningsetikk er et sentralt tema på møtene i utvalget. Forskningsetikk har som en følge av dette blitt satt på agendaen for «onboarding» av nyansatte ved NHH, hvor det tilbys informasjon om og opplæring i hvordan arbeidet med forskningsetikk er organisert, både nasjonalt, og ved NHH. Det har videre blitt utarbeidet en ny nettside som gir oversikt over organisering av forskningsetikk, gjeldene lover og retningslinjer, samt inneholder ressurser til hjelp for forskere og ansatte i det daglige arbeidet med forskningsetikk. Nettsiden vil lanseres i løpet av første halvår 2024.

Videre er det, i samarbeid med den nasjonale forskningsetiske komiteen for samfunnsvitenskap og humaniora, planlagt et arrangement ved NHH i februar 2024. Tema for en åpen forelesning er: «*Det forskningsetiske system i Norge: Om regulering, ressurser og ansvar*». I forlengelsen av forelesningen vil det også bli avholdt et møte, hvor ledelse, forskere, administrasjon og ph.d. studenter vil være representert. Tema for møtet er NHHs ansvar for forskningsetikk i lys av den nylig utgitte veilederen for institusjonenes ansvar for forskningsetikk, utarbeidet av de nasjonale forskningsetiske komiteene (FEK). I tillegg vil et videre samarbeid med FEK om opplæring i forskningsetikk ved NHH bli diskutert.

Redelighetsutvalget har også invitert leder for NHH sitt *Institutional Review Board* (NHH IRB) til et av møtene. Hensikten var å få en orientering om arbeidet der og hvordan NHH IRB deltar i det forebyggende arbeidet mot uredelighet ved NHH. I diskusjonen ble tema som NHH IRB sin rolle, økt saksmengde og organisering belyst.

## STIFTELSEN SNF - OPPNEVNING AV MEDLEM OG VARAMEDLEM TIL STYRET FOR PERIODEN 01.06.2024-31.05.2027

Saksbehandler Randi Holmås  
Arkivreferanse 15/00452-12

Utvalg	Møtedato	Utvalgsnr
Styret ved Norges Handelshøyskole	17.04.2024	23/24

### Forslag til vedtak:

Styret oppnevner professor Hans Jarle Kind som medlem av styret for Stiftelsen SNF for perioden 01.06.2024 – 31.05.2027. Professor Therese Egeland, (tidl. Sverdrup) reoppnevnes som vararepresentant.

### Bakgrunn:

Stiftelsen SNF ble opprinnelig etablert som en forskningsstiftelse i 1991. I 2002 ble forskningsvirksomheten overført til et aksjeselskap SNF AS. Stiftelsen SNF viderefører de fondsbestyrende oppgavene fra forskningsstiftelsen.

Stiftelsen SNF skal forvalte og disponere midlene i Fond for anvendt forskning for å støtte tiltak som bidrar til å styrke den faglige kompetansen som ligger til grunn for SNF AS sin virksomhet, for derigjennom å fremme stiftelsens formål om at SNF AS skal være et nasjonalt senter for anvendt samfunns- og næringslivsrettet forskning, jf. stiftelsens vedtekter (vedlegg 1). Det disponeres årlig om lag 1 million kroner til formålet.

Det fremgår videre av vedtektene at styret i stiftelsen skal ha fire medlemmer oppnevnt på følgende måte:

- Ett medlem oppnevnes av styret ved NHH.
- Ett medlem oppnevnes av styret ved SNF AS.
- Ett medlem velges av og blant vitenskapelige rådgivere tilknyttet SNF AS.
- Ett medlem velges av og blant forskerne ansatt i SNF AS.

For hvert medlem oppnevnes/velges personlig varamedlem. Styret konstituerer seg selv med leder og nestleder. Styrets funksjonstid er 3 år, og det er adgang til gjenoppnevning/gjenvalg for ytterligere en periode.

### Oppnevning av ett medlem og vararepresentant fra NHH til styret for Stiftelsen SNF for perioden 01.06.2024-31.05.2027:

I dagens styre er Kenneth Fjell (prorektor for forskning frem til 31.07.2021) oppnevnt av NHH som medlem, med Therese Egeland (tidl. Sverdrup, prorektor for nyskaping og utviklingsarbeid frem til 31.07.2021) som vararepresentant. Fjell har sittet to perioder og kan ikke gjenoppnevnes.

På denne bakgrunn foreslås oppnevning av professor Hans Jarle Kind som medlem av styret for stiftelsen. Det foreslås videre at professor Therese Egeland reoppnevnes som varamedlem.

**Vedlegg:** Vedtekter for Stiftelsen SNF

## Sak 23/24 Vedlegg

### Vedtekter

for

Stiftelsen for samfunns- og næringslivsforskning

(SNF)

Fastsatt av Næringsdepartementet, Kirke-, utdannings- og forskningsdepartementet og Norges Handelshøyskole den 16. november 1990.

Endret ved vedtak i rådet for SNF den 9. desember 1992.

Endret ved vedtak i rådet for SNF den 14. april 1993.

Endret ved vedtak i rådet for SNF den 11. desember 1995.

Endret ved vedtak i rådet for SNF den 5. desember 1996.

Endret ved vedtak i rådet for SNF den 30. november 1998.

Endret ved vedtak i rådet for SNF den 2. november 2000.

Endret ved vedtak i Stiftelsen SNF den 27. september 2006.

Endret ved vedtak i Stiftelsen SNF den 16. juni 2008.

Endret ved vedtak i Stiftelsen SNF den 31. mai 2012.

Endret ved vedtak i Stiftelsen SNF den 19. desember 2012 og etterfølgende e-postgodkjennelse. Protokoll undertegnet 5. mars 2013.

Endret ved vedtak i Stiftelsen SNF den 27. august 2013.

Endret ved vedtak i Stiftelsen SNF den 3. november 2016.

#### § 1 OPPRETTELSE

Stiftelsen for samfunns- og næringslivsforskning (SNF) er en alminnelig stiftelse opprettet med virkning fra 01.01.91 med sete i Bergen. Stiftelsen er opprettet på grunnlag av tre selvstendige institusjoner i NHH-miljøet; Center for International Business (CIB), Næringsøkonomisk Institutt (NØI) og Senter for anvendt forskning(SAF).

#### § 2 FORMÅL

Stiftelsen SNF skal forvalte og disponere midlene i Fond for anvendt forskning for å støtte tiltak som bidrar til å styrke den faglige kompetansen som ligger til grunn for SNF AS sin virksomhet, for derigjennom å fremme stiftelsens formål om at SNF AS skal være et nasjonalt senter for anvendt samfunns- og næringslivsrettet forskning.

### § 3 FINANSIERING

Stiftelsen har en grunnkapital på kr 200 000,-

Økonomisk grunnlag skaffes gjennom avkastning av stiftelsens kapital.

### § 4 STIFTELSENS STYRINGSORGANER

Stiftelsen skal ha et styre. Administrerende direktør i SNF AS bistår styret og fungerer som forretningsfører for Stiftelsen SNF.

### § 5 STYRET

Styret består av 4 medlemmer. Styret oppnevnes slik:

- 1 velges av og blant vitenskapelige rådgivere tilknyttet SNF AS m/vararepresentanter
- 1 oppnevnes av Styret ved SNF AS m/vararepresentant
- 1 oppnevnes av Styret ved NHH m/vararepresentant
- 1 velges av og blant forskerne ansatt i SNF AS m/vararepresentanter

Styret konstituerer seg selv med leder og nestleder.

Styrets funksjonstid er tre år. Det er adgang til gjenoppnevning/gjenvalg for ytterligere en periode.

Styret innkalles av leder eller når minst 2 av styrets medlemmer forlanger det.

Styret er beslutningsdyktig når minst 3 medlemmer inklusiv leder eller nestleder er til stede. Styrets vedtak fattes med simpelt flertall. Ved stemmelikhet gjelder det som leder eller nestleder har stemt for, jf. stiftelseslovens § 9.

Forretningsfører deltar på styrets møter uten stemmerett.

### § 6 STYRETS FUNKSJONER

Styret har den øverste ledelse av stiftelsens virksomhet. Styret skal føre tilsyn med at stiftelsens formål fremmes. Det tilligger styret spesielt å:

- utarbeide årsberetning, fastsette årsregnskap for virksomheten og foreta årsregnskapsdisposisjoner
- fastsette eventuell godtgjørelse til styrets medlemmer
- oppnevne revisor for stiftelsen og fastsette godtgjørelse
- behandle spørsmål om vedtektsendringer for stiftelsen og om oppløsning av stiftelsen



- forvalte stiftelsens midler
- foreta utdelinger fra fond i henhold til gjeldende retningslinjer
- delegere arbeid til forretningsfører

## **§ 7 FORPLIKTELSE AV STIFTELSEN**

Styret representerer Stiftelsen utad.

Styret kan meddele prokura.

## **§ 8 VEDTEKTSENDRINGER**

Vedtektene kan endres av styret med 3/4 flertall i overensstemmelse med vilkårene i stiftelsesloven §§ 45-48. Før endelig vedtak treffes skal NHHs styre ha rett til å uttale seg.

Endringer kan kun vedtas når alle styremedlemmer er innkalt til møte med minst 10 virkedagers varsel og varselet inneholder grundig orientering om de foreslåtte endringer.

## **§ 9 OPPLØSNING**

Stiftelsen kan oppløses av styret med 3/4 flertall. Blir stiftelsen oppløst, skal styret fordele dens aktiva med sikte på videreføring av anvendt økonomisk-administrativ forskning etter de intensjoner som har ligget til grunn for stiftelsens opprettelse.

Oppløsning kan kun vedtas når alle styremedlemmer er innkalt til møte med minst 20 virkedagers varsel og varselet inneholder grundig orientering om årsaken til forslag om oppløsning.

Endelig godkjenning av vedtektsendringer i forbindelse med opphør osv. er tillagt Stiftelsestilsynet, jf. stiftelseslovens § 51.

## MYNDIGHETSDELEGASJON FOR REVIDERING AV VEDTEKTER OG ORGANISERING AV FORVALTNINGEN AV NHHs VELFERDSHYTTE FOR ANSATTE - «SMÅBRUKET»

Saksbehandler Line Johansen  
Arkivreferanse 23/06251-3

Utvalg	Møtedato	Utvalgsnr
Styret ved Norges Handelshøyskole	17.04.2024	24/24

### Forslag til vedtak:

Styret delegerer til rektor myndigheten til å vedta nye vedtekter for NHHs velferdshytte for ansatte, «Småbruket», og endret organisering av forvaltningen av «Småbruket».

### Bakgrunn:

«Småbruket» er NHHs velferdshytte for ansatte på Kvamskogen. For nærmere informasjon om hvordan hytten ble opprettet og organisert ved NHH, se vedlegg 1, «Historisk informasjon om Småbruket».

Forvaltningen av Småbruket reguleres av vedtektene for Småbruket, jf. vedlegg 2, «Lov for Småbruket». Vedtektene ble vedtatt av Styret ved Norges Handelshøyskole (NHH) i styremøte 02.11.2011, jf. vedlegg 2. Som følge av organisatoriske endringer ved NHH etter at vedtektene ble vedtatt, herunder endringen fra valgt til ansatt rektor og bortfall av stillingen som administrerende direktør, er det behov for å revidere Småbrukets vedtekter.

Myndighetsdelegasjon til rektor anses hensiktsmessig og i tråd med styrets øvrige myndighetsdelegasjoner og rektors generelle ansvar for NHHs administrative og daglige virksomhet, jf. universitets- og høyskoleloven § 10-1 (2).

Behovet for revisjon av vedtektene ble behandlet av AMU i møte 23.11.2023. Rektors utkast til reviderte vedtekter, jf. vedlegg 3, følger mottatt forslag fra AMU med unntak av at myndigheten til å endre vedtektene ikke delegeres videre til AMU slik som angitt i dette forslaget.

De vesentlige forslagene til endring er følgende:

1. Ved styrevedtaket 02.11.2011, ble HR-avdelingen ved NHH delegert det overordnede budsjettansvaret, og Hyttestyret ble ansvarlig for drift og vedlikehold. I 2022 fikk Eiendomsavdelingen det overordnede budsjettansvaret for Småbruket. I utkastet til nye vedtekter, er det foreslått at det overordnede budsjettansvaret overføres fra HR-avdelingen til Eiendomsavdelingen.
2. Ved styrevedtaket 02.11.2011, ble det opprettet et Hytteutvalg. Hytteutvalget bestod av administrerende direktør ved NHH, HR-sjef og ledere av de lokale fagforeningene

og leder for hyttestyret. Funksjonen som administrerende direktør eksisterer ikke i dagens organisasjon. I det nye forslaget til vedtekter, er det foreslått at Hytteutvalget erstattes av Arbeidsmiljøutvalget ved NHH (AMU) som overordnet organ.

**Vedlegg:**

1. Historisk informasjon om Småbruket
2. Småbrukets vedtekter, «Lov for Småbruket», vedtatt av NHHs styre 02.11.2011
3. Rektors utkast til reviderte vedtekter for Småbruket

# Sak 24/24 Vedlegg 1

## Historisk informasjon om Småbruket

### Innledning

Småbruket er NHH sin hytte for ansatte på Kvamskogen. Gjeldende vedtekter for Småbruket var vedtatt av NHHs styre 02.11.2011. Som følge av organisatoriske endringer på høyskolen etter 2011, er det utfordrende å følge endringsprosess som beskrevet i gjeldende vedtekter. Hyttestyret foreslår derfor å oppdatere vedtektene som styrer hytten - Lov for Småbruket.

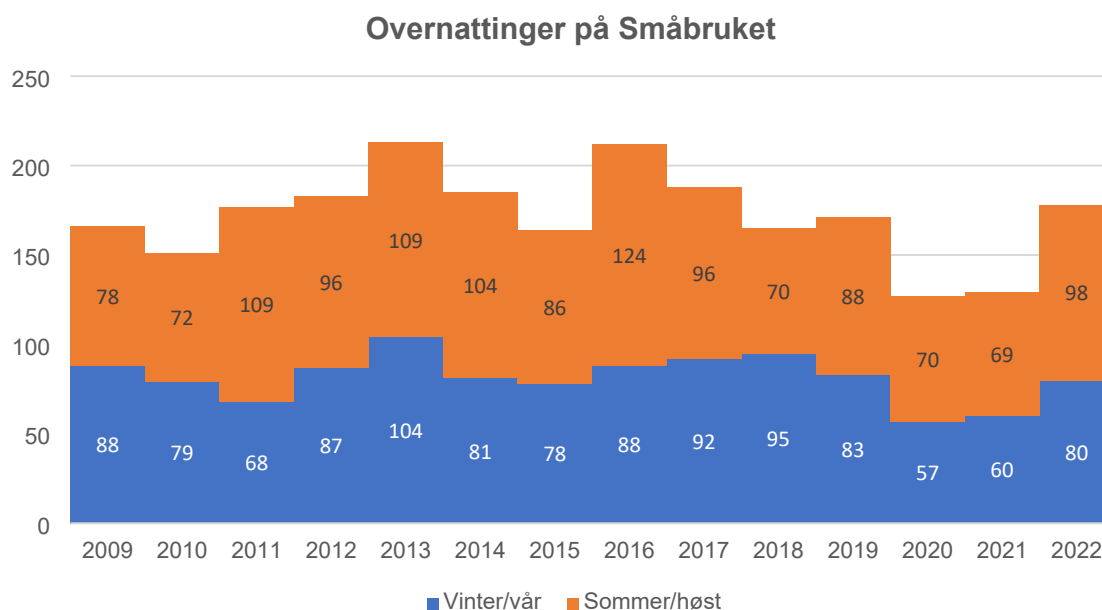
### Bakgrunn

Hytten ble bygget i 1966 og kjøpt av høyskolen 24. august 1969, etter en kartlegging av interessen for en firmahytte blant de ansatte. Oppkjøp av hytten og innkjøp av utstyr ble finansiert av Foreningen for Norges Handelshøyskole. Senere ble hyttens festetomt innløst i 2006, med utgiftene dekket av Manufakturagrossistenes fond til NHH, Den norske Banks fond til NHH og Skipsreder Olsens leget.

Et hyttestyre bestående av ansatte ble etablert med ansvar for drift og vedlikehold i 1969. Fra starten tilhørte hytten de ansatte. §1 i Loven for Småbruket fra 1969, presiserte at «*Hjemmelsinnehavere er NHH's hytteutvalg ved v/høyskolesekretæren*» (tittelen som ble brukt tidligere til administrerende direktør-rollen). Hytteutvalget ble definert som «*Samarbeidsutvalget ved NHH og Hyttestyret*». Drift ble finansiert av bevilgning fra Foreningen for Norges Handelshøyskole, tilskudd fra NHH og overnattingsavgift betalt av besøkende. Fra 2000-tallet fikk Småbruket et fast årlig tilskudd på mellom kr. 30 000 og 40 000 fra NHH i form av velferdsmidler fra AMU.

I tillegg til jevnlig vedlikehold og forbedringer, har hytten blitt oppgradert flere ganger siden 1969, med betydelig dugnadsinnsats fra hyttestyret og andre ansatte. Kjelleren ble utvidet med baderom og toalettrom på 1980-tallet. Småbruket ble knyttet til vann og kloakksystem, et nytt inngangsparti ble bygget, innkjørsel ble utbedret og en dreneringsgrøft ble gravd på 1990-tallet. Vinduene og kledning på sørsiden ble skiftet, nye terrasser ble bygget og nye terrassedører satt inn på 2000-talet. På 2010-tallet ble kjøkkenene oppgradert, nye vedovner satt inn og nye stue møbler satt inn. I 2020 ble taket skiftet og nye stålpiper installert, hytten ble koblet til fiber bredbånd i 2022 og i 2023 pågår en rehabilitering av kjelleren som inkluderer nye bad.

Hytten er godt brukt av de ansatte og har hatt i gjennomsnitt 172 overnattinger per år siden 2009 (første år med oversiktlige tall). Besøktall varierer fra år til år, med været og snøforhold som to hovedpåvirkningsfaktorer. Hytten brukes årets rundt, med skolevinterferie og påskeferie som høysesongen. Stor etterspørsel i disse ukene har ført til loddtrekning for å få tildelt hytten og ventelister. I 2022 var besøktallene tilbake på normalt nivå igjen etter et par år med redusert bruk på grunn av restriksjoner innført under Covid-19 pandemien i 2020 og 2021 (se Figur 1). I 2023 blir besøktall redusert siden hytten måtte stenges på grunn av rehabiliteringsarbeidet.



Figur 1: Antall overnattinger på Småbruket 2009-2022

I 2011 ble Småbruket overført fra de ansatte til NHH. Lov for Småbruket ble endret etter vedtak i NHH-styret 02. november 2011 og fungerer fortsatt som Hyttestyrets vedtekter. Hytteutvalget ble endret fra å bestå av Samarbeidsutvalget (SU) og Hyttestyret til å være administrerende direktør ved NHH, NHHs HR-sjef, ledere av de lokale fagforeningene med møterett i samarbeidsutvalget og leder for hyttestyret. Administrerende direktør er leder av Hytteutvalget og innkallingsansvarlig for møter i utvalget. Sekretær for samarbeidsutvalget er sekretær for Hytteutvalget. HR-avdelingen fikk overordnet budsjettansvar for hytten og Hyttestyret fortsatt med ansvar for drift og vedlikehold. HR-avdelingen avsatt et årlig tilskudd på 50.000 kr. som bidrag til finansiering av hyttens drift og vedlikehold.

#### Behov for nye vedtekter

Organisatoriske endringer siden 2011 har gjort det nødvendig å oppdatere vedtektene. Et forsøk ble satt i gang i 2014, hvor det ble foreslått at Småbruket skulle ligge under Eiendomsavdelingen og at Hytteutvalget skulle legges ned og erstattes av Arbeidsmiljøutvalget (AMU), men det ble ikke fullført. I 2022 ble budsjettansvar for Småbruket overført fra HR-avdelingen til Eiendomsavdelingen. I sammenheng med denne endringen, bestemte Hyttestyret for å prøve et nytt forsøk på å oppdatere vedtektene.

## Sak 24/24 Vedlegg 2

### Lov for Småbruket

Vedtatt av NHHs styre 02.11. 2011.

#### § 1 Formål

Småbruket skal være en hytte for alle ansatte ved NHH og deres familier. Denne lov skal sikre at hytten forvaltes på en forsvarlig måte.

#### §2 Eiendomsforhold

- a. Småbruket med grunn, alt innbo og løsøre eies av NHH.
- b. Dersom Småbruket selges, skal overskuddet avsettes til velferdsformål for ansatte ved NHH.

#### § 3 Hytteutvalg og hyttestyre.

- a. Hyttestyret oppnevnes av et Hytteutvalg bestående av adm. dir. ved NHH, NHHs HR-sjef, ledere av de lokale fagforeningene med møterett i samarbeidsutvalget og leder for hyttestyret. Adm. dir. er leder av Hytteutvalget og innkallingsansvarlig for møter i utvalget. Sekretær for samarbeidsutvalget er sekretær for Hytteutvalget.
- b. Oppnevning finner sted minimum to uker før årsmøtet for Hyttestyret som normalt avholdes om våren.
- c. Hyttestyret skal bestå av seks medlemmer og ett varamedlem.
- d. Hyttestyret velger selv leder, kasserer, sekretær, materialforvalter og dugnadsansvarlig.
- e. Hytteutvalget oppnevner revisor.
- f. Hyttestyret og revisor oppnevnes for tre år. Hytteutvalget kan foreta supplering av Hyttestyret i hele perioden.

#### § 4 Drift

- a. Hyttestyret har ansvaret for at Småbruket drives på en forsvarlig måte. Dette innebærer at Hyttestyret har fullmakt til, innenfor rammen av de midler som står til rådighet, å foreta de disposisjoner det finner nødvendig for drift og vedlikehold av hytten. Større påkostninger skal forelegges Hytteutvalget.
- b. Hyttestyret fastsetter leiesatser for bruk av hytten og for parkeringsplass i vintersesongen. Leiesatsens størrelse vurderes på grunnlag av løpende utgifter ved drift av hytten.
- c. Tildeling av årlige driftsmidler utover leieinntekter vurderes av Hytteutvalget på grunnlag av årlig budsjett. Tildeling gjøres fra NHH.
- d. Ved behov for midler utover årlige driftsmidler, kan Hyttestyret fremme søknad til Hytteutvalget.
- e. Hyttestyret setter opp ordensreglement for hytten med nærmere regler som besøkende forventes å rette seg etter. Reglementet slås opp på veggen i begge hyttene på Småbruket.

## Lov for Småbruket

Vedtatt av NHHs styre 02.11. 2011.

### § 5 Regnskap, revisjon og budsjett

- a. Hyttestyret skal føre hytteregnskap for hvert kalenderår og lage utkast til budsjett for påfølgende år. Hyttestyrets leder utarbeidet årsrapport.
- b. Etter gjennomført revisjon oversendes årsrapport, revidert årsregnskap og budsjettforslag til Hytteutvalget for godkjenning.
- c. Hytteutvalget vedtar budsjett for påfølgende år.

### § 6 Bruksrett

- a. Bruksrett har alle ansatte ved NHH, og deres familier sammen med dem.
- b. Hyttestyret kan gi andre adgang til bruk av hytten når det ikke skjer til foretrengsel av ansatte ved NHH.
- c. Ved overtredelse av hyttereglementet kan Hyttestyret nekte vedkommende adgang til hytten for kortere eller lengre tid.

### § 7 Lovendringer

- a. Alle forslag til endring av loven skal behandles i Hyttestyret før de oversendes til Hytteutvalget.
- b. Endringer i loven kan kun foretas av Hytteutvalget. Hytteutvalget har ansvar for å oppdatere loven

### § 8 Ikrafttredelse

- a. Revidert lov for Småbruket trer i kraft straks og erstatter tidligere lov.

## Sak 24/24 Vedlegg 3

### Utkast

#### Vedtekter for Småbruket

[Vedtatt av rektor [dd.mm.åååå]]

##### § 1 Formål

Småbruket skal være en hytte for alle ansatte ved NHH og deres familier. Disse vedtektene skal sikre at hytten forvaltes på en forsvarlig måte.

##### §2 Eiendomsforhold

- a) Småbruket er en vertikaldelt fritidsbolig med to boenheter som ligger i Kvam kommune (4622) med gnr. 21 bnr. 532. Eiendommens adresse er Byrkjesetevegen 219, 5600 Nordheimsund.
- b) Eiendommen og bygningen, inkludert alt av innbo og løsøre, eies av NHH.
- c) Dersom Småbruket selges (helt eller delvis), skal salgssummen, med fradrag av omkostninger og eventuell gjeld, avsettes til velferdsformål for ansatte ved NHH.
- d) Selges del(er) av eiendommen skal netto salgssum benyttes til oppgradering og vedlikehold av resterende del av eiendommen.

##### § 3 AMU – Overordnet ansvar for Småbruket

- a) AMU har det overordnede ansvaret for Småbruket og skal hvert vårsemester
  - Godkjenne hyttestyrets årsmelding for foregående år
  - Godkjenne regnskapet for foregående år
  - Få budsjettet for inneværende år fremlagt til orientering

##### § 4 Hyttestyret

- a) Hyttestyret skal bestå av seks medlemmer og ett varamedlem, som pekes ut for en periode på tre år av Arbeidsmiljøutvalget etter innstilling fra det sittende Hyttestyret.
- b) Medlemmer av hyttestyret må være ansatt ved NHH. Alle ansatte er valgbare til hyttestyret.
- c) Hyttestyret konstituerer seg selv på første møte etter at AMU har utpekt nytt/nye styremedlem(mer). Under konstitueringen må det utpekes en leder blant styrets medlemmer.
- d) Styret er beslutningsdyktig når leder og minst tre andre styremedlemmer deltar i behandlingen. Beslutninger i hyttestyret tas ved simpelt flertall. Ved eventuell stemmelikhet har styrets leder dobbeltstemme.

##### § 5 Drift

- a) Hyttestyret har ansvaret for at Småbruket drives på en forsvarlig måte.
- b) De «ytte rammer» for den økonomiske driften bestemmes i utgangspunktet av budsjettet. Dette utarbeides av hyttestyret i samarbeid med eiendomsavdelingen ved NHH.
- c) Hyttestyret har fullmakt til, innenfor rammen av budsjettet, å foreta de disposisjoner det finner nødvendig for drift og vedlikehold av hytten. Ser hyttestyret behov for



disposisjoner utover de rammer budsjettet gir, må hyttestyret avklare det med eiendomsavdelingen.

- d) Hyttestyret fastsetter leiesatser for bruk av hytten og for parkeringsplass i vinter-sesongen. Leiesatsene må fastsettes med basis i driftsutgiftene.
- e) Hyttestyret fastsetter regler for bruk av Småbruket. Reglene skal være gjort tilgjengelig for leietakerne.

## § 6 **Leierett**

- a) Alle ansatte ved NHH har rett til å leie Småbruket. Den ansatte har ikke anledning til å overlate bruken av Småbruket helt til andre.
- b) Hyttestyret kan gi andre adgang til å leie Småbruket så lenge det ikke skjer til foretrengsel av ansatte ved NHH.

## § 7 **Vedtektsendringer**

Rektor kan vedta endringer i disse vedtektene etter innstilling fra AMU: Hyttestyret kan fremme forslag om vedtektsendringer til AMU.

## § 8 **Ikrafttredelse**

Disse vedtektene trer i kraft umiddelbart.

## OPPNEVNING AV NYTT STYRE I VAREKRIGS FOND TIL FORSIKRINGSAKTIVITETER VED NHH FREM TIL 31.12.2026

Saksbehandler Randi Holmås  
Arkivreferanse 15/01181-12

Utvalg	Møtedato	Utvalgsnr
Styret ved Norges Handelshøyskole	17.04.2024	25/24

### **Forslag til vedtak:**

Styret oppnevner følgende medlemmer og varamedlemmer til styret for Varekrigsfond til forsikringsaktiviteter ved Norges Handelshøyskole:

- Rektor, professor Øystein Thøgersen
- Professor Trond Døskeland
- Professor Petter Bjerksund
- Professor Frode Sættem (varamedlem)
- Professor Fred Schroyen (varamedlem)
- Professor Svein Arne Persson (varamedlem)

Med unntak av rektor Øystein Thøgersen, oppnevnes disse medlemmene og varamedlemmene frem til og med 31.12.2026. Rektor Øystein Thøgersen utnevnes til og med 31.07.2025 da hans åremål utløper.

Styret gir rektor fullmakt til å oppnevne to eksterne medlemmer og varamedlemmer etter innstilling fra Finans Norge (tidligere Norges Forsikringsforbund).

### **Bakgrunn:**

Det følger av de vedlagte vedtektene for «Varekrigs fond til forsikringsaktiviteter ved Norges Handelshøyskole» § 3 at fondet skal ha et styre på fem medlemmer med varamedlemmer. Styret ved NHH oppnevner styremedlemmene og deres varamedlemmer. Styrets faste medlemmer skal bestå av rektor ved NHH, en representant for skolens lærere samt et medlem etter innstilling fra Institutt for foretaksøkonomi. I tillegg skal det oppnevnes to eksterne medlemmer med varamedlemmer etter innstilling fra Finans Norge (tidligere Norges Forsikringsforbund). Styret skal selv velge sin leder.

Styret for fondet har i forrige periode hatt følgende sammensetning:

- Rektor Øystein Thøgersen
- Professor Svein Arne Persson (leder)
- Professor Petter Bjerksund
- Øystein Sæter
- Karl Ove Aarbu
- Professor Frode Sættem (varamedlem)
- Professor Trond Døskeland (varamedlem)
- Professor Fred Schroyen (varamedlem)
- Elisabeth Hundvin (varamedlem)
- Trond Tepstad (varamedlem)

Øystein Sæter, Karl Ove Aarbu, Elisabeth Hundvin og Trond Tepstad har representert Finans Norge.

Etter en gjennomgang av styrets sammensetning og i tråd med vedtektene, fremlegges det forslag til styremedlemmer og varamedlemmer fra NHH for perioden frem til 31.12.2026. En har vektlagt at styremedlemmene og varamedlemmene har faglig kompetanse innenfor forsikring, jf. fondets formål om «å yte bidrag til forskning, undervisning og andre aktiviteter innen forsikring». Det har også ligget til rette for at høyskolens representanter reoppnevnes.

Som det fremgår av forslaget til vedtak, oppnevnes rektor Øystein Thøgersen som medlem av styret frem til 31.07.2025 da hans åremål som rektor utløper. I tråd med vedtektene vil han da erstattes av NHHs nye rektor, jf. kravet om at den sittende rektor skal inngå i styret.

NHH avventer tilbakemelding fra Finans Norge med innstilling av to eksterne medlemmer og varamedlemmer.

**Vedlegg:**

Vedtekter for Varekrigs fond til forsikringsaktiviteter ved NHH

## Sak 25/24 Vedlegg

### VEDTEKTER

for

#### VAREKRIGS FOND TIL FORSIKRINGSAKTIVITETER VED NORGES HANDELSHØYSKOLE

Fastsatt av representantskapet i A/S Norsk Varekrigsforsikring av 1938 ved vedtak av 17. november 1955. Godkjent av Handelsdepartementet 19. november 1955. Endret 31.10.1972 og 19.01.1988, godkjent av Kultur- og vitenskapsdepartementet 05.04.1988, godkjent av Justis- og politidepartementet 06.09.88 jfr. § 32 i lov om stiftelser av 23.05.80 nr. 11.§4, 2.ledd endret 15.03.94, § 4, 3. ledd endret 19.12.1996.

#### § 1

Fondet er skjenket av "A/S Norsk Varekrigsforsikring av 1938" og skal bære navnet Varekrigs fond til forsikringsaktiviteter ved Norges Handelshøyskole.

Fondets grunnkapital er kr 1 000 000,-, en million kroner.

#### § 2

Fondet knyttes til Norges Handelshøyskole med det formål å yte bidrag til forskning, undervisning og andre aktiviteter innen forsikring.

#### § 3

Fondet skal ha et styre på 5 medlemmer med varamenn.

Høyskolens rektor er selvskrevet medlem av styret. Høyskolens kollegium oppnevner hans varamann, dessuten et medlem med varamann blant Høyskolens lærere, samt et medlem med varamann etter innstilling fra Institutt for foretaksøkonomi.

Dessuten oppnevner Kollegiet 2 eksterne medlemmer med varamedlemmer etter innstilling fra Norges Forsikringsforbund.

Oppnevningen gjelder for 3 år om gangen. Styret velger selv formann og nestformann. For at styret skal være vedtaksdyktig må minst 3 medlemmer, deriblant formannen eller nestformannen, være til stede. I tilfelle av stemmelikhet gjør formannens stemme utslaget.

#### § 4

Styret skal forvalte fondets midler i samsvar med nærmere bestemmelser som gis av Kollegiet.

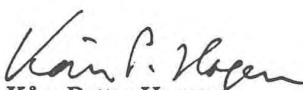
Av den årlige avkastning skal i allminnelighet minst 10% tillegges kapitalen. Styret skal snarest mulig etter utgangen av hvert kalenderår fremlegge årsregnskap for Kollegiet med melding om fondets virksomhet. Kopi av regnskapet skal sendes Norges Forsikringsforbund.

Regnskap skal revideres av statsautorisert revisor.

#### § 5

Forandringer av disse vedtekter kan foretas av Kollegiet etter innstilling fra fondsstyret.

Bergen, 19. desember 1996

  
Kåre Petter Hagen  
styreformann

  
Geir Kjell Andersland  
forretningsfører

## EVENTUELT - MØTE 3/24

Saksbehandler Randi Holmås  
Arkivreferanse 21/03485-36

Utvalg	Møtedato	Utvalgsnr
Styret ved Norges Handelshøyskole	17.04.2024	26/24

### **Forslag til vedtak:**

Vedtak i saker under Eventuelt behandles i møtet.