

Valg av ledelsesmodell på toppnivå for NHH

Innstilling fra en arbeidsgruppe nedsatt av styret



NHH



Jan I. Haaland (leder)
Mette Bjørndal
Arne Hyttnes
Nikolai Belsvik
Linda Rud

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Executive summary

The University Act specifies two possible management models for Norwegian universities:

1. Elected rector and dual management. Rector is the chair of the board and responsible for all academic activities, while the managing director is responsible for the administration and is also secretary to the Board.
2. Appointed rector and external chair of the Board. In this model, rector is appointed by the board, and is responsible for the overall activity, both academic and administrative. Rector is also the secretary of the Board. The chair is appointed by the Ministry of Education and Research.

Both models allow for internal and external candidates to become rector.

This report discusses which of the two models would be most appropriate for NHH in the present situation. The committee responsible for the report has been appointed by the Board, and has been asked to discuss benefits and challenges related to each of the two models. The final decision will be made by the Board of NHH, after the report has been subject to an internal hearing at NHH.

Chapter 1 of the report explains the background for this assessment, while chapter 2 discusses implications of the two models for the overall organisation and management of NHH. Chapter 3 discusses benefits and challenges of the models along a variety of dimensions. Among the main benefits of a model with elected rector, we emphasise that it ensures a high degree of legitimacy and participation in decision making, and normally leads to broadly accepted decisions. On the other hand, an appointed rector might give more efficient decision processes and perhaps more bold decisions. In practice, the recruitment basis will probably be larger with appointed rector, as it is less likely that an external candidate will take part in an election process. With regard to decision making, an elected rector will typically be more consensus-oriented and thus ensure broadly accepted decisions, while an appointed rector will have his/her mandate from the board and may be more focussed on quicker and more efficient processes.

Chapter 4 sketches possible procedures both with regard to an election and an appointment process, while chapter 5 outlines our recommendations. We emphasise that regardless of the choice of model, NHH's decision and implementation processes need to be reviewed in order to make these processes better and more efficient. This requires among other things that the system allows for a top management team with overall responsibility and sufficient power to make and implement the necessary decisions without having to involve "everyone" in every case. Engagement and participation are important characteristics to ensure that an academic institution works well, but we should look for new ways of ensuring this.

The committee is divided in its final conclusion with regard to which of the two models will help achieve such changes and be most suitable for NHH in the present situation. The whole committee agrees that there are pros and cons for both models. All in all, however, three of the members conclude that shifting to the model with appointed rector and external chair of the board will be the best for NHH in the present and future situation, while two members are of the opinion that continuing with elected rector will be best.

The committee is unanimous in emphasising that NHH needs to review and improve its decision-making systems to ensure sufficient ability to adjust to ever-changing and more competitive environments. The committee also agrees on the importance of legitimacy of the rector. The procedures for appointing a new rector thus become very important. We recommend broad participation from staff and students, and in particular from the academic staff, in these procedures, to ensure that the appointed rector is well received and can enjoy a high level of legitimacy from the start.