

# STRATEGY 2025

*“Shaping people and business  
for an international, digital and  
sustainable future”*



Research-based  
Learning-oriented  
Connected



NORWEGIAN  
BUSINESS SCHOOL

# Strategic Context – Time for Change

With very respectable results in top international research journals, with promising development on the Financial Times- and the Economist rankings, as holder of the three most prestigious international business school accreditations and with a stronger than ever financial foundation for further development, BI has established itself in the top tier of European Business Schools.

The distributed bachelor programmes have been the back bone of BI's business model for many years. During the strategic period 2018 - 2025, we will further develop the bachelor portfolio in order to secure its future attractiveness.

We are experiencing a shift in student preferences towards technology, health sciences and teacher education. Moreover, competition from public higher education institutions in Norway has increased, in terms of innovation of programme portfolios and in terms of focus on teaching quality and closer relations to business and industry. However, it must be noted that we experience an increasing interest from both international and domestic students for BI's international bachelor programme taught in English.

At the Master of Science level, BI faces increased competition from other business schools, both in Norway and internationally, but also from schools teaching other disciplines, such as engineering and computer science, that integrate business subjects into their programmes. At the same time, we experience increased interest in our MSc programmes from international students.

Feedback from students pursuing business education and employers recruiting business graduates, indicates a clear expectation that students develop the knowledge and skills related to operating in a sustainable, international and digital context. Accreditations and rankings point in the same direction.

In order to meet the shifting preferences of students and the stronger competition, BI's bachelor model and programme portfolio needs to be renewed, with an emphasis on enhanced individual learning outcome through student-centred learning models and the use of educational technology.

In addition to revising the existing bachelor portfolio, BI needs to develop programmes at the Master of Science level with an eye on attracting more international students and students with a background other than business administration.

The importance of sustainability, the impact of digital technology and the ability to work effectively in an international context have to be integrated into all programmes.

BI has a very strong position in the Norwegian market for executive programmes, especially in the leadership segment. The demand for lifelong learning is expected to increase due to the greater importance assigned to it by business and industry and government. This will also lead to stronger competition. Developing BI's executive programmes to meet future competence needs with more flexible delivery models will be necessary to further secure BI's strong position in the Executive market.

## Aspirations

AS A LEADING EUROPEAN BUSINESS SCHOOL, BI

- Advances international research.
- Develops attractive and responsible graduates who combine the knowledge and skills to work effectively and successfully in an international and digital workplace.
- Contributes to innovation and value creation through sustainable business practices.

## Mission

*"At BI, students, academics and business professionals co-create a more sustainable future".*

We do this by pursuing academic excellence and shaping future careers and businesses, through internationally acclaimed research, high quality education and close interaction with business and society.

# Core values

## WE ARE UNCONDITIONALLY COMMITTED TO OUR STUDENT'S SUCCESS

This means that:

- All our employees and activities are centered around students learning
- We expect commitment and dedication from our students to achieve learning outcomes

## WE NURTURE AN ENTREPRENEURIAL AND AMBITIOUS MIND SET

This means that:

- We collaborate for academic excellence and nurture a culture of innovation and improvement.
- We add value for students, businesses and society at large.

## WE ACT WITH RESPONSIBILITY

This means that:

- We act with responsibility, respect and ethical awareness.

- We honour academic values and promote academic integrity and freedom.

- We contribute to sustainable development and corporate responsibility by working in alignment with UN Sustainable Development Goals (SDG) and UN Principles for Responsible Management Education (PRME), and by integrating them into our research, teaching, operations and collaboration with stakeholders.

## WE ACT WITH COLLEGIALITY

This means that:

- We demonstrate collegiality by contributing to an inclusive work environment in which curiosity and interest in each other are valued.
- We are respectful of colleagues' time, contributions, and opinions.
- We work collaboratively while maintaining autonomy.
- We engage in constructive dialogue and contribute to an open, honest and friendly work environment.

# Strategic priority: Attractive Programmes and Quality Graduates

## Framework for Developing BI's Educational Activities

- We will integrate sustainability, digitalisation and internationalisation into all programmes. BIs educational programmes will develop graduates who combine academic strength, relevant skills and motivation to drive change and create value in a sustainable, digital and international business environment.
- We will offer state-of-the-art, research-based knowledge in our programme design and delivery.
- We will integrate business practice into all programmes. We seek collaboration with complementary partners in programme development and delivery and involve lecturers from business and industry as an integrated part of programme delivery.
- We will enhance student learning outcome and progression by programme structure and by stimulating active and varied student-centred learning to support individual learning preferences and qualifications.
- We will take full advantage of educational technology to facilitate and support learning, and create attractive physical and digital learning communities.
- We will develop a more global mind-set in all BI graduates and enhance the overall international learning experience, by expanding the programme and course portfolio taught in English, attracting more international degree students, increase inbound and outbound student mobility and engage more international faculty.

## The Way Forward

### INNOVATE THE BACHELOR PORTFOLIO AND MODEL

- We will renew the Bachelor portfolio to secure future attractiveness by innovating all aspects of our delivery: programme and learning content, course design and distribution models.
- We will create an inclusive and supporting learning environment, with special attention to the first-year bachelor experience.
- We will expand our English programme portfolio at the Bachelor level.

### FURTHER BROADEN MASTER OF SCIENCE

- We will expand our MSc portfolio and student body through programme innovation, new market development and multi-campus distribution.

### STRENGTHEN EXECUTIVE AND INTERNATIONAL OPERATIONS

- We will reinforce our national position as a preferred partner for life-long learning and develop international markets through collaboration with selected partners.
- We will build on our strengths in leadership and strategy programmes, and develop our portfolio to meet the increasing demand for competence in innovation and the management of digital transformation.
- We will create value for the private and public sector through engagement in selected corporate programmes that build on the strengths of our faculty.
- We will build on and strengthen our activities in China.

# Strategic priority: Faculty Excellence

## Framework for Developing Faculty Excellence

- We will foster a world-class faculty with significant impact on international research, student learning and business practice.
- We will use innovative research to advance the academic knowledge base, develop a cutting-edge curriculum and provide solutions to key business and societal challenges.
- We will use BI's PhD programme as a driving force in developing faculty.
- We will implement effective teaching practices and student centred learning design to secure student learning outcome and provide inspiring learning experiences.

## The Way Forward

### ACADEMIC RESEARCH EXCELLENCE

- We will have 2-3 academic research disciplines placed among the best in Europe.

### FROM TEACHING TO LEARNING EXCELLENCE

- We will improve future teaching and learning practices through greater insight in student learning (learning analytics) and systematic pedagogical training and support (learning design).

### COMMITMENT TO INVESTMENT IN RESEARCH

- We will prioritize investments in excellent research and researchers, and research-related support infrastructure, supplemented by
- Externally-funded research aimed at expanding research capacity and productivity, and
- cross-institutional and cross-disciplinary projects that address key challenges in business and society.

### FACULTY MANAGEMENT AND DEVELOPMENT

- We will strengthen faculty management and engage supporting faculty to secure a faculty composition aligned with our strategic ambitions.
- We will redesign the faculty work-load and compensation model to reward excellence in research, teaching and impact on business practice.

# Strategic priority: Operational Excellence

## Framework for Developing Operational Excellence

- We will promote a culture of innovation and excellence in performance, by focusing on diversity, inclusiveness, collaboration and supportive leadership practices.
- We will develop interaction and collaboration with complementary partners to strengthen innovation in research, educational programmes and operations.
- We will support and develop entrepreneurial initiatives, by connecting academia, students and businesses
- We will offer high quality support services and increase operational efficiency, through digitalisation, enhanced interaction and shared practices.

## The Way Forward

### EXCELLENT STUDENT SERVICES

- We will develop shared, user-friendly and efficient student services that combine self-service and automated solutions, with personal guidance and attention.

### DIGITAL PLATFORMS AND BUSINESS ANALYTICS

- We will build a robust digital infrastructure and develop business insights and analytics to strengthen student learning, student recruitment, faculty management and corporate governance.

### ENGAGING WITH ALUMNI AND BUSINESS PARTNERS

- We will engage with alumni and establish mutually beneficial partnerships with business and industry, and the public sector
- We will increase external funding through scholarships, chaired professors and donations.

# 75 years of changing lives, and keep adding to it!

BI Norwegian Business School has a proud history of changing lives. Through 75 years we have given thousands of graduates the possibility to pursue attractive careers.

Over the last years, BI has prioritised development of our faculty resources in order to be among the best business schools in Europe. We work hard to impact international research, to give our students the best possible education and to have a significant effect on business practice in both public and private sector.

What started out as evening classes in 1943, has become one of Europe's leading business schools. Throughout 2018 we celebrate the legacy of our founder, Finn Øien and our many alumni who are the testimony of our impact on business and society at large.



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Inge Van Henjesand  
*President*