

STRATEGY 2025

*«Shaping people and business
for an international, digital and
sustainable future»*

RESEARCH-BASED
LEARNING-ORIENTED
CONNECTED

Revised September 2021

BI

Norwegian
Business School

Strategic Context

Shaping people and business for an international, digital and sustainable future

The drive towards sustainability, new digital technologies, and an ever-increasing global dependency redefine business and disrupt industries. It includes the utilization of greener energy sources, digitalization of human interaction, working processes, distribution and production, disruption of health care and the redefinition of work. New jobs need to be created, and new industries developed, while many jobs will disappear, and industries dismantled. BI Norwegian Business School aim to have a central position in this transformation.

In 2017, BI made a commitment to engage with society to co-create an international, digital, and sustainable future. This is how BI will embrace our responsibility addressing the complex challenges in our society. With the mission: "Shaping people and business for an international, digital and sustainable future", BI has innovated and launched new education programs.

Responsibility is one of BI`s core values. We contribute to sustainability and corporate responsibility by working in alignment with the UN Sustainable Development Goals (SDGs) and UN Principles for Responsible Management Education (PRME) by integrating them into our research, education, operations, and collaboration with stakeholders. BI is a research-based business school. This makes us well positioned for contributing to the sustainability agenda through relevant research. Research plays a pivotal role in providing us with the knowledge we need to improve practice. Be it business models that allow for greater value creation and reduced waste, better health care management and collaborations, reduction of white-collar crime and corruption or macroeconomic modelling and forecasting to predict and prevent crises. We will continue our ambition to engage with society through our research.

Science based knowledge in society challenged by social media and fake news

The increased influence from social media filled with fake news entails a special responsibility for higher education and research institutions to facilitate that science-based information can reach society. BI both encourages and will facilitate that faculty can participate in public debate, in a responsible manner.

Covid-19 pandemic and digital transformation

In March 2020, all higher education institutions in Norway were closed due to increasing Covid-19 infection in society. In a couple of days, all universities, including BI moved from campus to home office and used digital tools for communication, meetings, teaching and exams. The use of digital tools has transformed skills and introduced new ways of working that will prevail after the pandemic. This will imply focus on new ways of working for all BI`s employees, including teaching, exams, development of facilities/working environment and guidelines for working from home office.

Lifelong learning reform

In April 2020, the parliament conferred the government`s whitepaper on lifelong learning. The three main policy areas for change are: 1) stimulate demand for lifelong learning, 2) increase supply from higher education institutions in Norway and 3) connecting supply and demand for lifelong learning. The strengthened focus on lifelong learning from the government will imply both increased demand for lifelong learning, and increased competition for BI.

Student mobility and increased ambitions on student exchange

At the end of 2020, the parliament conferred the government's whitepaper on student mobility. The main implication from the whitepaper is the explicit ambition to have at least 50 percent of Norwegian students on exchange through the course of their study programme. This will imply significant measures for BI to accomplish, both in terms of outgoing students and in terms of incoming exchange students.

Government strategy for flexible and decentralized education

In January 2021, the government announced the development of a strategy for flexible and decentralized education. The increased need for updated competence and skills in the work force across industries and regions in Norway is the main reason for developing the strategy. The government's goal is to use the strategy to channel funds for increased supply for flexible education throughout the country. For BI, this implies a need for strengthened focus on flexible and online deliveries of programmes and education.

Work life relevance

In March 2021, the government proposed whitepaper on work life relevance in higher education to the parliament. The whitepaper states high ambitions and raises the expectations of how higher education institutions in Norway include work life relevance in all study programmes. This will challenge BI's position as "the research based and practice-oriented business school in Norway". A more systematic approach to institutionalize connectedness is needed.

Master's degree regulation on law removed

In May 2021, the parliament removed the master's degree regulation on law, psychology, and theology. The consequence of this is that higher education institutions with sufficient faculty resources and complying with NOKUT regulations can offer master programmes in these disciplines. For BI this will imply that launching a Master of Science programme in law with a focus on business law will give the candidates the same rights as UiO, UiB and UiT to use the lawyer title. This represent a strategic opportunity for BI.

Mission

At BI, we engage with society to co-create an international, digital, and sustainable future. We fulfill our mission on *shaping people and business for an international, digital, and sustainable future*, by pursuing academic excellence and shaping future careers and businesses, through internationally acclaimed research, high quality education and close interaction with business and society.

Aspirations

BI aspires to be an international, leading European business school. **Leading** implies having:

- Programmes that:
 - Develop attractive and responsible graduates who combine the knowledge and skills to work effectively and successfully in an international and digital workplace.
 - Provide candidates with the best opportunities to maximize their talents, reach their personal goals and aspirations regardless of starting point
 - Ensure relevance for students and employers in a life-long learning perspective.
- Research that:
 - Advances world leading research and generates knowledge that is recognized in the international academic community
 - Has impact on practice in business and society.
- Professional ties between the school and society through focus on Alumni, External relations and the business community that substantially enrich research and programs.
- Significant contributions to innovation and value creation through sustainable business practices.

A culture for quality

All activities related to quality in programme development and management shall be characterized by *Transparency, Engagement, Inclusion and Documentation*, with the purpose of heightening the quality standards and ensure real participation and co-production of quality.

- *Transparency*
 - BI shall be transparent to internal and external stakeholders with respect to quality performance levels, roles and responsibilities, and quality processes related to courses and programmes.
- *Engagement and inclusion*
 - BI shall proactively engage stakeholders, including students, employers and regulatory authorities in improving quality in our educational programmes
 - Engagement and transparency are essential for both quality assurance and quality development.
- *Documentation*
 - To facilitate transparency and engagement, BI documents the systematic quality work and nurtures a culture where we document to learn and continuously improve.

Core Values

WE ARE UNCONDITIONALLY COMMITTED TO OUR STUDENT'S SUCCESS

This means that:

- We deliver excellence in education that prepares our students for an international, digital, and sustainable future.
- Education is centered around student learning
- We use cutting edge technologies to deliver effective and appropriate pedagogy
- We engage our students in developing our research, programmes, teaching and learning environment.

WE HONOUR AND PROMOTE ACADEMIC VALUES

This means that:

- We promote academic values, academic integrity and freedom, and responsible research assessment.
- We advance international research through international recruitment and research cooperation, through publications in top international journals, and through excellent and relevant external research funding.
- We strive for societal impact by interacting with government, industry, and managers to inspire evidence-based practices that foster advances towards a more sustainable future, encourage, and facilitate science-based knowledge and information to reach society through all our activities.

WE NURTURE AN ENTREPRENEURIAL 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.

WE ACT WITH RESPONSIBILITY

This means that:

- We act with responsibility, respect, and ethical awareness.
- 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 candidates

Framework for Developing BI's courses and programmes:

At BI, we build attractiveness through the complete learning path, from admission to post graduation. We are committed to building student centered learning paths with flexibility to accommodate different students' needs and ambitions at various stages in their lives and in life-long learning. At BI, our programmes contribute to the transformation and equalization of society by giving all a fair chance to succeed. BI's programmes aim to shape the students' development of a social, ethical, and sustainability concerned consciousness to become valuable citizens. Through our programme portfolio and learning activities we aim to develop student`s critical thinking.

Key characteristics of attractive programme portfolios:

BI's programmes address attractiveness from different stakeholders' perspectives. This means attractiveness in the eyes of:

- **Industry/employers** concerned with relevance
- **Students** concerned with admission, learning environment and outcomes
- **Faculty** concerned with academic quality, and learning activities
- **Society** at large, concerned with relevance, and students' learning environment
- **BI** concerned with a business model that has long-term viability and sustainability

Through varied and student-centered learning activities and flexible learning paths, we facilitate assurance of learning and study progression. BI will develop fully digital versions of our full-time study programmes.

Programmes will be developed and revised based on all quality dimensions along the learning path. 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, thus we integrate business practice into all programmes. We offer state-of-the-art, research-based knowledge in our programme and course design and delivery. We take full advantage of educational technology to facilitate and support learning and create attractive physical and digital learning communities. Sustainability and digitalization will be integrated in programmes based on their respective profiles.

Internationalization in our programmes:

We will develop a more international mind-set in all BI graduates and enhance the overall international learning experience, by expanding the programme and course portfolio taught in English at all levels, attracting more international degree students, increase inbound and outbound student mobility and engage more international faculty.

BI will:

- Commit to the long-term goal of 50% international mobility within an expanded framework of mobility activities.
- Introduce an 'international experience requirement' as a degree requirement for all full-time degree-programmes starting with the incoming cohort's autumn 2022.
- Have two windows for semester mobility for our full-time programmes
- Utilize alliances and partnerships with international institutions for course and programme development (e.g., QTEM, FOME).

- Commit to improving the interaction with and integration of international students in courses, extracurricular activities, across campuses.
- Participate in international programme rankings

The Way Forward

The Bachelor Portfolio

- Maintain the number of bachelor students at the 2020 level.
- Align programme offerings and local campus resources
- Renew (innovate, revise, and discontinue) programmes in the Bachelor portfolio to secure continued attractiveness and programme relevance
- Offer the students a flexible blend of physical and digital learning formats, enabling them to build their preferred learning path
- Create an inclusive, supportive, and international learning environment
- Expand our English programme portfolio at the Bachelor level.
- Secure better use of faculty resources across campuses and utilize modern technology for teaching and learning

The Master of Science portfolio:

- Increase the number and diversity of MSc-students in terms of academic- and cultural backgrounds and nationalities
- Renew (innovate, revise, and discontinue) programmes in the MSc portfolio to secure continued attractiveness and programme relevance
- Introduce stackable MSc-programme options
- Develop national and international joint programmes
- Align programme offerings with local campus resources, and develop a sustainable multi-campus delivery model for MSc
- Secure better use of faculty resources across campuses and utilize modern technology for teaching and learning

The Executive / corporate portfolio

- Fortify our position as the preferred partner in management education
- Maintain BI's pioneering capability to define central management competencies
- Renew (innovate, revise, and discontinue) activities in the Executive portfolio to secure continued attractiveness and programme relevance
- Secure market relevance through stackable and flexible solutions building on digital EdTech innovations
- Expand our English programme- and course portfolio at the Executive level.
- Become the preferred provider of middle- and top management tailored-made organizational development programs for large organizations.
- Secure better use of faculty resources across campuses and modern technology for teaching and learning

The PhD Programme

- Continue to develop the programme and the number of relevant specializations based on academic strength.
- Continue the focus on the intake quality, training and support and strengthen the focus on placements
- Use BI's PhD programme as a driving force in developing faculty.
- Seek to increase the number of funded PhD positions by, among other, externally funded research projects.
- Equip the candidates with research skills in transparent and reproducible research

Strategic priority:

Research and Teaching Excellence

Framework for Developing Research and Teaching Excellence

- Develop cutting-edge research to be channeled into our programmes and to have an impact on society
- Continue to recruit and retain excellent faculty to advance international research that addresses key challenges in society, through high quality publications and through excellent and relevant external research funding.
- Implement teaching practices to enhance students' learning outcome and provide inspiring learning experiences.
- Integrate digital technology, the support of learning designers and pedagogy in designing courses and programmes.
- Strengthen faculty management with clear career paths and development opportunities
- Further develop BIs faculty resources and align BIs programme offerings with faculty resources.

The Way Forward

Research Excellence

- Strive to have all our academic research disciplines placed among the best in Europe.
- Strengthen international recruitment into tenure track positions to increase capacity to produce excellent research and teaching.
- Advance top international publications.
- Further develop the BI Research Centers representing excellence in research with academic partners, society, and the business community.

Commitment to Investment in Research Excellence

- Prioritize investments in excellent research and researchers, and research-related support infrastructure, supplemented by:
- Externally funded research projects aimed at expanding research capacity and research excellence |
- Increased administrative support and expertise on external funding by strengthening research administration and support for faculty seeking external funding
- Enhanced innovation by promoting reproducible and transparent research through open access to publications and research data.
- Cultivate inter-disciplinary research to tackle complex societal challenges
- Participation of BI faculty in boards, networks, committees, and councils, both nationally and internationally

Teaching excellence

- Improve future teaching and enhance pedagogical competence through systematic pedagogical training, support, and guidance
- Exploring new ways of delivering teaching, including hybrid teaching
- Supporting faculty with increased number of learning- and teaching-assistants
- Utilize insight from research and practice to improve student learning

Commitment to Investment in Teaching excellence

- Redesign the framework for teaching and remuneration model, by increasing flexibility for faculty and students, and secure teaching given different scenarios of physical presence.
- Strengthen students' learning outcomes by developing research-based pedagogical knowledge
- Invest in modern technology for teaching and learning
- Map pedagogical competency and provide formal courses, guidance, and support for faculty.

Faculty Management and Development

- Engage supporting faculty to secure a faculty composition reflecting strategic goals and engagement with society

Strategic priority:

Connectedness

Framework for developing connectedness

- We will acknowledge the role that organizations operating in the academic, business, and public spheres play in research, education, and value creation.
- Involve academics, students, investors, public authorities, and businesses in supporting and developing entrepreneurial initiatives across all sectors of the economy and its governance.
- Co-create customized programs and deliver executive education to advance access to contemporary business insights and two-sided learning connecting people from diverse backgrounds and enabling them to learn with and from one another.

The way forward

Institutionalize connectedness

- Increase the use of Executive in Residence and practitioners and integrate them into BI's offerings.
- Work towards aligning faculty investment also with BI's strategic pillar of connectedness and create connectedness incentives and indicators for documenting status and progression.
- Establish an industrial co-creation arena at BI where students, business practitioners, investors, public authorities, and academics can work on and support the development of entrepreneurial initiatives from start-ups to scale-ups (incl. internships, case competitions, case studies, entrepreneurial programs).

Institutionalize partnerships

- Establish, maintain and institutionalize the relations between BI and complementary partners from the private, public, and academic sectors such that we reach our research goals, continuously improve our programs, secure student mobility, and perform our societal role to contribute to value creation in practice.
- Establish mutually beneficial, long-term strategic partnerships with businesses, interest organizations, the public sector, and other academic institutions.
- Increase external funding through scholarships, chaired professors, and donations.

Strengthen alumni relations

- Strengthen the engagement of alumni, and specifically of young alumni in BI's processes.
- Digitalize the alumni-BI interface to gain better insights, personalize communication and increase identification with BI.

Strategic priority: Operational Excellence

Framework for Developing Operational Excellence

- Promote a culture of innovation and excellence in performance, by focusing on diversity, inclusiveness, collaboration, and supportive leadership practices.
- Offer high quality support services and increase operational efficiency, through digitalization, enhanced interaction, and shared practices.
- Develop our campuses and operations to support our ambitions on adhering to international climate and environment goals

The Way Forward

Excellent student services

- Develop shared, user-friendly, and efficient student services that combine self-service and automated solutions, with personal guidance and attention.
Develop customer/student journeys where necessary to improve overall student satisfaction.

Digital platforms and business analytics

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

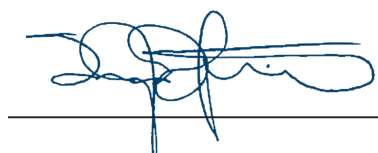
Eight decades of changing lives, and keep adding to it!

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

Over the last years, BI has prioritized 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.

Digital technology has changed the way we work, the way we teach and the way students learn. The disruptive force of the Covid-19 pandemic has speeded up the transformation in terms of investments in digital infrastructure and in increased skills in using the digital technology in teaching and operations.

What started out as evening classes in 1943, has become one of Europe's leading business schools. The revised strategy towards 2025 will serve as a roadmap for further development of BI as the business school for the future.



Inge Jan Henjesand
President