



NHH



THE 2022 - 2025

NHH STRATEGY

TOGETHER FOR SUSTAINABLE VALUE CREATION

Approved by the NHH Board, 9 March 2022





MEGATRENDS CHANGING THE WORLD AROUND US

In a world marked by rapid change and profound global challenges, the Norwegian School of Economics (NHH) aims to play a leading role in developing knowledge and expertise in the disciplines that characterize international business schools. Based on its Nordic heritage, NHH will represent optimism and leadership wherever challenges and opportunities are encountered.

These global changes can largely be attributed to the effects of a series of megatrends: climate change, scarcity of natural resources, increasingly rapid technological development, altered mechanisms of globalization as well as increasing inequality and polarized communities. Such changes challenge established business models and the institutions of society. NHH prepares students to develop, restructure and lead businesses and hold important positions in society. Therefore, NHH must adopt a leading position in developing the knowledge, attitudes and skills required to address these megatrends.

- As the global population grows and becomes more urbanized and prosperous, the demand for food, water and energy will increase. The earth's natural resources are limited, which means that it becomes challenging to meet the needs for access to food and energy. In addition, increased economic activity and rising demand for energy continue to be linked to increased greenhouse gas emissions. Therefore, climate change and pressure on nature and natural resources require fundamental adjustments to ensure sustainable growth.
- Rapid technological change is being delivered by artificial intelligence, robotics and machine learning as well as by increasingly better access to data and improved data-processing capacity. The current digital revolution seems to be boundless, and emerging economies are adopting new technology as fast as mature economies. While technological breakthroughs may pose major challenges, they also provide opportunities for those who manage to adapt to and take advantage of the new technology. Technological change will lead to increased efficiency but may also contribute to greater inequality and a more polarized society.
- The mechanisms of globalization are changing as a result of new technology. The internet and the emergence of digital marketplaces have helped to make the world smaller. A good idea can quickly be developed into a global business, and, regardless of where they are in the world, new actors and new platforms may be able to challenge established businesses to a greater extent than ever before. Companies' lifespans are decreasing. To retain a competitive edge, businesses need to be constantly reinventing themselves.
- The Covid-19 pandemic is having lasting effects; it has affected, and, in many cases accelerated, the different megatrends. Sustainability challenges, be they climate and natural resources or social inequality, have become even more apparent. Different types of new technology have gained a foothold and changed ways of meeting and collaborating, while the growth in virtual globalization is dominating physical globalization. Ongoing dramatic conflicts illustrate that we are also experiencing heightened geopolitical uncertainty.



Megatrends create new challenges for research and educational institutions, intensifying international competition between them. The requirement for continuous renewal is increased and triggers a need for lifelong learning. Established knowledge rapidly becomes obsolete; therefore, the education NHH provides must also ‘teach students to learn’.

All education, research and dissemination that take place at NHH shall have an academic basis and be relevant to the business community and society at large. This requires continuous renewal in line with observed megatrends and new development trends. Outstanding students and staff as well as an effective, agile, and adaptable organization are prerequisites to achieving such aims.



MISSION STATEMENT

NHH will deliver high-quality education, research and knowledge dissemination and will interact with the business community and society to realize its mission statement: ***Together for sustainable value creation.***

PURPOSE AND VISION

NHH will be a driving force for development in business and society and will produce graduates who contribute to sustainable value creation. NHH aims to be a top European business school that leads the way in the development and dissemination of expertise.

ELABORATION

At NHH, sustainability will be addressed in our research and dissemination; it will permeate our study programs and be incorporated into the operation of our school.

Sustainable development can be defined as a development path that meets the needs of the present without compromising the ability of future generations to meet their needs. Sustainability has three interdependent components: climate and natural resources, social conditions and the economy. The breadth of the term sustainable is illustrated and explained in detail in the UN’s 17 global Sustainable Development Goals.

NHH’s core activities will embrace a broad spectrum of themes that follow on from the 17 sustainable development goals. As a business school, NHH will have particular emphasis on innovation, restructuring and policies that facilitate sustainable value creation and inclusive growth.

NHH aims to be a top European business school. We will deliver education, research and dissemination at a high international level, and have a unique insight into the features of the Norwegian and Nordic societies. This expertise will be combined with research-based insight of a high international standard. NHH will be the preferred business school in Norway and recruit from among the top students at home and abroad. We recruit outstanding faculty and staff



who harbor high international ambitions. NHH will be characterized by close ties between students and staff in all parts of the organization.

NHH takes its national responsibilities seriously. NHH's study programs, research and dissemination shall contribute to the achievement of the objectives defined by the Norwegian government within research and higher education, e.g. quality and access to education, expertise and research as well as the achievement of sustainable societal development, welfare and innovation. Our national and international ambitions shall be harmonized and mutually reinforcing.

NHH aims to be in the international top class in its field. This requires systematic efforts to achieve continuous quality development and renewal, the ability to attract excellent students, staff and faculty, and the development of a flexible, inclusive, quality-conscious and action-oriented organization. Internationally approved accreditations ensure a comprehensive, thorough quality assessment of NHH, and together with NHH's participation in the CEMS alliance and the ENGAGE EU network, they help to raise NHH's profile as a top European and international business school.

VALUES

Quality culture, high ethical standards and dedication to common goals shall characterize all activities at NHH. Students, staff, faculty and alumni are **committed**, **open** and **ambitious** and passionate about creating positive change in society.

There is a strong quality culture at NHH, and everyone is expected to adhere to high quality in all activities there. This means that the school's research, teaching and dissemination activities must be relevant and of a high academic standard and that the administrative functions must be efficient and characterized by a high level of expertise and professionalism.

Everyone at NHH should promote and maintain high ethical standards. NHH's activities will be based on the principle of free and independent research. Academic freedom must be exercised within ethical limits and in a manner that serves the interests of the discipline, NHH and society as a whole. The school's organizational culture and learning and working environment shall be engaging and inclusive, and the organization shall be characterized by the ability and willingness to advance NHH's common goals and ambitions.

Being **committed** is about identifying with the institution, contributing to a high level of activity and playing an active part in the life of the community, both at NHH and by making positive contributions to society.

Being open reflects several qualities that characterize members of the NHH community:

- that we are intellectually open and curious
- that we are inclusive and treat others with respect
- that we have an international focus
- that we value diversity
- that we communicate openly, both internally and externally.

Being ambitious reflects the fact that individuals set high goals for themselves and for the institution.



EDUCATION

MAIN OBJECTIVE

NHH shall educate excellent business economists and future leaders with sound analytical skills, a good understanding of technology, broad social competence and a strong commitment to society.

In the full-time programs as well as the Executive Education programs, NHH will educate sought-after candidates for the domestic and international labor markets, who will have the knowledge, expertise and attitudes that contribute to and set the course for sustainable value creation. We will have a positive culture for learning, research-based, student-active teaching and programs with ambitious learning goals.

OBJECTIVE 1: ADMISSION QUALITY AND DIVERSITY

NHH will attract students with strong academic results and a high motivation for learning

NHH shall be an attractive choice for talented students. We will offer the preferred business economics program in Norway and recruit from among the top students at home and abroad. We will promote diversity, with an emphasis on gender balance, geographical affiliation and socio-economic background among the students, and we will work consciously to realize the learning potential of uniting students and knowledge from different countries and cultures.

From the admission process to the students' time at NHH and their transition to being alumni, a high-quality, well-organized course of study will be delivered. By emphasizing the great depth and breadth of the courses offered and NHH candidates' various career paths, we will attract a diverse and motivated group of applicants.

OBJECTIVE 2: QUALITY OF STUDIES AND PEDAGOGY

NHH shall provide an excellent learning environment with a vibrant campus and student-active learning.

As a leading European business school, the NHH study program will offer core competency within all business and economics disciplines while also providing unique expertise regarding Norwegian and Nordic circumstances. NHH will produce candidates with relevant theoretical and analytical competence and strong problem-solving and communication skills. The study programs will clearly reflect NHH's mission statement as well as





a commitment to digitalization and technology and knowledge of entrepreneurship and innovation. Issues related to social, economic and environmental sustainability will feature prominently in all programs. We will be developing a bachelor's degree specialization with particular emphasis on sustainability and technology, and as part of the university alliance ENGAGE.EU, we will be developing a new innovative study program relating to sustainability and value creation.

NHH shall have a diverse, inclusive and vibrant campus that fosters a positive psychosocial learning environment. We will use our insight from accreditation processes to further develop the courses offered to students and improve our quality work. We will also make use of the opportunities that an active and engaged student association provides.

NHH will provide a diverse set of study programs that have a good balance between different types of physical and digital teaching and assessment. One of our objectives is to develop closer ties between students and teachers, as well as further develop student-active learning by applying for a Centre for Excellence in Education. The Pedagogical Academy, which is made up of those lecturers who have achieved excellent teaching practitioner status through the merit system, will be used for the development work.

NHH will maintain its national leading position in the student exchange area and further improve the quality of the student exchange scheme. Together with its partners within CEMS and ENGAGE.EU, NHH will develop innovative and interdisciplinary international study programs.

OBJECTIVE 3: GRADUATE QUALITY AND RELEVANCE

NHH graduates shall be preferred in the Norwegian labor market, attractive in international labor markets and be qualified for the best international master's degree and PhD programs.

Facing a range of societal challenges, our societies call for innovation, policies, restructuring and new business models that will contribute to sustainable value creation. NHH will educate candidates so that they possess the knowledge, expertise and attitudes that are highly sought-after in the domestic and international labor markets. NHH will continue to develop a flexible high-quality executive education program that is adapted to the needs for restructuring and lifelong learning.

We will educate economists, future leaders and experts who will participate in all aspects of business, from start-ups to large multinationals, in all types of industries, the private and public sectors and voluntary organizations. With their knowledge, skills and commitment, they will make a positive difference in their respective environments.



RESEARCH

MAIN OBJECTIVE

NHH shall be a research-intensive business school with research at a high international level.

NHH's research will contribute to expertise on sustainable business models and sustainable development in general for the corporate world and society as a whole. NHH will conduct internationally acknowledged, high-quality research in all areas that are central to an international business school. NHH shall be an attractive workplace for outstanding researchers.



OBJECTIVE 1: HIGH QUALITY

NHH shall have a research-active faculty that produces high-quality research and cutting-edge expertise at the highest international level.

NHH's research shall be characterized by openness, integrity, and high quality and shall contribute to sustainable development. NHH's faculty shall be successful in the competition for external research funds, both nationally and internationally. NHH will continue to develop its cutting-edge expertise in topics that are central to an international business school, and a larger share of the faculty will publish at the highest international level. NHH will actively engage in research, and all members of faculty are expected to regularly publish high-quality research.

NHH will continue the development of its research centre initiative to stimulate more research groups to develop cutting-edge expertise at a high international level.

OBJECTIVE 2: RELEVANCE TO BUSINESS AND SOCIETY



NHH's relevant and independent research will contribute to decisions that promote innovation, sustainable value creation and development in business and public institutions.

Based on its broad field of research, NHH will provide new insight and knowledge for the business community and society both in Norway and internationally. NHH's research will provide expertise with the potential to improve decision- and policymaking in the corporate world and in public institutions, and, in turn, provide foundations for positive change

in society. NHH's research will directly address to many of the societal challenges behind the UN Sustainable Development Goals. Based on its research, NHH will help to better prepare society for future challenges. NHH will develop its research collaborations within and across disciplines, with other research institutions nationally and internationally, as well as with public and private institutions.

OBJECTIVE 3: SOLID AND IN-DEMAND PHD PROGRAM

NHH's PhD program shall be of high international quality.

NHH's PhD program will attract the best Norwegian students as well as strong international students. The PhD program shall be an integrated part of the research activities at NHH, and its quality shall be at a high international level. 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.



COLLABORATION WITH THE BUSINESS COMMUNITY AND SOCIETY

MAIN OBJECTIVE

NHH shall disseminate research-based knowledge and set the agenda for public debate. NHH shall strengthen interaction and collaboration with the business community and public institutions, and the alumni network shall be further strengthened.

NHH's communication and interaction with the business community and society shall cover the entire thematic breadth that characterizes leading international business schools. Relevance and competence in sustainable value creation shall characterize NHH's contribution.

OBJECTIVE 1: COLLABORATION FOR THE COMMON GOOD

By means of recognized expertise within innovation, business models and sustainable development, NHH shall be a preferred partner for the corporate world and public institutions.

Cooperation with relevant stakeholders and a vital alumni network will play a key role in NHH's further development and provide its partners with relevant insights of high quality. The activities of NHH Executive, NHH's wing for executive education, will be a catalyst for developing NHH's partnership with companies, public institutions and individuals with a desire for more competence.

NHH alumni hold key positions in society and serve as ambassadors for the school. By cultivating even stronger relationships with our alumni, the alumni network will be further developed to utilize its full potential to form links to the business community and public institutions.

OBJECTIVE 2: COMMUNICATION BASED ON KNOWLEDGE

NHH faculty shall disseminate research findings and expertise to provide insights and strengthen public debate by challenging and influencing opinions.

Such dissemination will enhance NHH's visibility nationally and internationally and also provide information about its profile and activities to potential and existing students, alumni and other stakeholders in the business community and society.

The school's academic relevance and competence are highlighted and enhanced by members of the academic staff sitting on expert committees, boards and councils. NHH's communication will be independent, transparent and accountable. Communication, dissemination and social responsibility shall be an integrated part of the activities of the individual faculty members and the departments. NHH is seeking to increase its number of active disseminators.



OBJECTIVE 3: AN ATTRACTIVE MEETING PLACE

NHH shall be an open and accessible institution that cultivates dialogue with its surroundings at the regional, national and international level.

NHH will offer a variety of conferences, seminars and other meeting places of high quality that accommodate the needs of our networks and stakeholders.

These meeting places will extend across all the school's areas of academic expertise. They shall be designed to inspire and stimulate creativity, discussion and knowledge exchange between researchers, businesses, public institutions, NGOs, students, alumni and other stakeholders.





ORGANIZATION AND RESOURCES

MAIN OBJECTIVE

NHH shall have an efficient, flexible and adaptable organization that facilitates high quality and excellent performance within education and research and in its interaction with the business community and society.

OBJECTIVE 1: HUMAN RESOURCES TAKE CENTER STAGE



NHH shall recruit, facilitate the professional development of and retain highly qualified, motivated faculty and staff who possess sound and relevant expertise. NHH shall promote diversity in all areas with a particular emphasis on a better gender balance in academic positions.

NHH will be an attractive workplace for highly qualified individuals. NHH will facilitate professional development for all employees and promote positive collegial cooperation. Systematic managerial development at all levels will enhance personnel, research and strategic management.

NHH will recruit academic staff at a high international level through conscious, targeted recruitment. NHH will pursue an active recruitment policy that facilitates a better gender balance in academic positions.

OBJECTIVE 2: DEVELOPMENT OF THE ORGANISATION

The culture at NHH shall promote a good working environment and active citizenship, where all of NHH is working together. NHH's organization shall be characterized by professionalism, flexibility and efficient work processes and the ability to cooperate across units and functions to achieve its goals.

NHH will be characterized by a collective ability to promote common goals and ambitions, and the sharing of knowledge and experience will be encouraged. Decision-making processes, committees and other internal meeting places will be formed and further developed to ensure efficient organizational engagement, involvement and anchoring of decisions.

Work processes shall be efficient, rational and a high quality throughout. Digitalization will lead to better and more efficient work processes and thereby also free up resources for other important tasks.



NHH will pursue a language policy that effectively balances NHH's national responsibilities with its international ambitions. Clear language policy guidelines will specify how the policy should be implemented and administered in NHH's core activities and organization.

OBJECTIVE 3: ROBUST FINANCIAL ROOM OF MANEUVER

NHH shall increase its financial flexibility to ensure financial strength and stability and to create a basis for strategic initiatives. Financial flexibility shall be improved through increased income from externally funded research projects and the school's Executive Education programs.

Targeted financial planning will ensure a stable and robust financial position and facilitate a sound financial flexibility. Financial and resource management at NHH will be effective and reliable. The internal allocation of resources will be anchored in the strategy and underpin the realization of NHH's strategic ambitions.

OBJECTIVE 4: TIMELY INFRASTRUCTURE AND DEVELOPMENT OF THE CAMPUS

The buildings, grounds and infrastructure at NHH shall be of a high standard and support our ambitions of creating an excellent working and learning environment.

The NHH campus will be adapted to meet the needs of students and staff in relation to space and opportunities for interaction. Premises used for teaching and learning will be flexible and accommodate varying forms of teaching and learning. NHH will draw up a campus development plan that supports the institution's strategic goals. Development of the buildings and accessible outdoor areas will have top priority in the plan.

Digital infrastructure that effectively and appropriately supports academic and administrative activities will be improved and extended. NHH's researchers shall have access to relevant, up-to-date research infrastructure that facilitates high-quality research.

By taking targeted and proportionate measures, NHH will ensure that its activities and operations support a sustainable development and that its carbon footprint is reduced.



STRATEGIC PRIORITY AREAS

In the 2022–2025 strategy period, NHH shall prioritize three areas that span all the school's activities and operations. These priority areas will ensure that NHH lives up to its 'Together for sustainable value creation' mission statement and assist in achieving its objective of being a top European international business school that takes its national responsibilities seriously.

1. CONTRIBUTING TO SUSTAINABLE VALUE CREATION

Through research, education and interaction with its surroundings, NHH shall contribute to sustainable value creation in business and society as a whole.

- NHH will equip candidates with knowledge of and foster commitment to sustainable value creation. Knowledge of the social, economic and environmental aspects of sustainability will be clearly integrated into all study programs. The intensified integration of analytics, technology and digitalization in our study programs will continue, and NHH will develop a specialized track at the bachelor level with a particular emphasis on sustainability and technology.
- NHH's research will produce knowledge and insights that advance decision-making processes and conditions for sustainable value creation within the business community and society.
- NHH will actively participate in public debate to ensure that research-based knowledge is incorporated into decision-making processes at all levels to promote sustainable value creation.
- By taking targeted and proportionate measures, NHH will ensure that its operations are sustainable, and its carbon footprint is reduced.

2. WIDESPREAD INTERNATIONALIZATION

NHH shall strengthen its international relationships. Internationalization shall be integrated into all activities. An international student and working environment broadens perspectives and strengthens the development of learning and knowledge.

- Active participation in international alliances and networks, such as CEMS, PIM and ENGAGE.EU, will facilitate increased academic cooperation and interaction between institutions, business partners and students. Participation in the ENGAGE.EU alliance's joint development of new, innovative study programs is given the highest priority.
- NHH will recruit faculty, staff and students at a high international level. NHH shall be



characterized by an inclusive and diversified student and working environment.

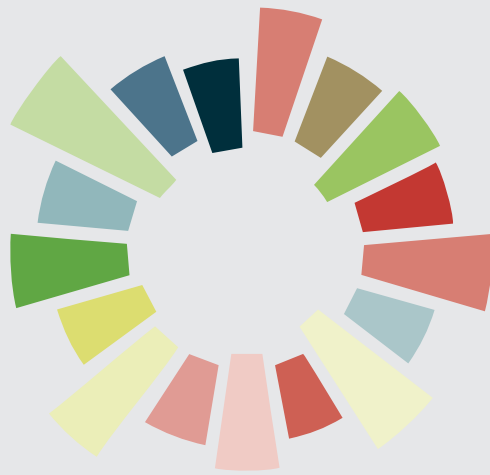
- NHH will utilize the opportunities that international students bring to realize the learning potential that arises from bringing together students and knowledge from different countries and cultures. Students will be encouraged to gain international experience through exchanges, double degree programs and practical experience in international companies and organizations. NHH will maintain its national leading position in the student exchange area and further improve the scheme.
- Extensive cooperation with research institutions throughout the world will strengthen the quality and relevance of the research. NHH's research shall have an impact internationally, and international research will influence the NHH research agenda.
- NHH shall have an emphasis on international accreditations and rankings that provide lessons and insights for NHH's development as a top European business school.

3. COLLABORATION AND COMMITMENT TO COMMON GOALS

NHH's organizational culture and learning and working environment shall be engaging and inclusive, and the organization shall be characterized by a collective ability and willingness to work towards common goals.

- NHH will be a stimulating place in which to study and work; characterized by commitment, diversity, inclusion, collegial cooperation and the sharing of knowledge and experience across units.
- Systematic managerial development will foster leadership in all parts of the organization.
- Together with the Student Association of the Norwegian School of Economics (NHHS), NHH will facilitate an active, inclusive, and diverse student and learning environment that extends beyond auditoriums and reading rooms. The learning environment will promote academic enthusiasm and a commitment to positive change in society.
- NHH will be characterized by close ties between students, faculty and staff in all parts of the organization.
- NHH faculty will be driven by academic commitment and a genuine wish to develop and disseminate new knowledge and contribute to sustainable development. NHH shall have an open and inclusive research culture and actively participate in the public debate.

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