



NHH Erasmus Policy Statement 2021 – 2027

NHH has focus on five strategic priority areas:

- Renewal and relevance
- Outstanding learning environment and educational methods
- Top-level research
- A clear NHH imprint on society and revitalised alumni network
- Systematic digitalization

Furthermore, NHH has defined main aims and objectives into four areas: education, research, cooperation with the business community and society and organisation and resources.

NHH is one of the leading business schools in Europe, educating top leaders in the private and public sector for decades. Excellence has been its hallmark, and through it NHH has contributed to shape the Norwegian economy, business sector and society. An active participation in the Erasmus programme has from its very foundation offered a unique opportunity of new synergies which will continue to provide new dimensions to NHH's pursuit of excellence, sustainability, and innovation.

Internationalisation is no longer a specific focus area, it is rather seen as integral in all activities at all levels of the organisation and as a mean to increasing the quality of education and research, contributing to organisational development, innovation and renewal. Internationalisation measures are crucial to reaching the goals of the strategy, and encompass learners, faculty and staff. It focuses on strengthening relationships with strategic academic, business and societal partners, securing project funding from Erasmus and national partnership programmes to develop relevant and innovative courses, cases, teaching materials and methods, to increasing the work relevance on programme level to secure candidates' employability and the development of both analytical, hard and soft skills.

Education

NHH shall educate sought-after business economists and managers with sound analytical skills, a good understanding of technology and a strong commitment to society.

Continuous renewal of the content of programmes, profiles and courses shall ensure that NHH graduates are always relevant in the labour market and equipped with appropriate knowledge and skills. The future of Europe will be carved by today's major societal challenges: digitalisation and artificial intelligence, climate change and sustainability, ageing societies and migration. These challenges, reflected in the UN Sustainable Development Goals, as well as new challenges that may emerge in the decades to come, must be tackled successfully to ensure a sustainable and positive future.

Participation in the Erasmus programme across all key action levels are crucial in order to reach these ambitious goals. NHH is number one in Norway with regards to both incoming and outgoing student mobility, and more than 50 % of all NHH students spend at least one semester on exchange. The Erasmus programme is being used actively to maintain a high number of high-quality exchange partners ensuring both geographical diversity and cooperation in different language areas. The partner portfolio is being constantly monitored and evaluated after carefully selected quality standards, prioritising high ranking partners with already existing research collaboration and relevant accreditations.

Besides maintaining its leading position on individual mobility, NHH aims to actively seek collaboration on partnerships for cooperation and exchanges of practices, both as coordinator and partners in projects. NHH has a clear ambition to become a European University partner, having already joined an alliance which has applied. This alliance of leading European universities in business, economics, and social sciences, aims at equipping the new generation of European citizens with the set of skills and competences needed to tackle major societal challenges of today and the future. The goal for the alliance is to become an education and research referent, an innovation and outreach platform and a societal change incubator.

NHH shall always provide a learning environment that appeals to a diverse group of students regarding nationality, region, social class, ethnicity, gender and interests, and NHH's study environment shall feel safe and inclusive for everyone, both physically and psychologically.

NHH has a clear ambition to ensure a greater diversity of candidates and students regarding gender, background and nationality. This will both strengthen the learning environment and contribute to a broader recruitment basis. In this regard the Erasmus programme is instrumental in giving students from across Europe and beyond the opportunity to study at NHH, as well as sending NHH students abroad. NHH will continue to focus on internationalisation at home, creating more interaction between national and international students both inside and outside the classroom. NHH pays particular attention to the opportunity of providing extra support to disadvantaged students in order to facilitate mobility for everyone.

NHH is focusing on integrating internships in the study programmes to a greater extent and shall increasingly offer students practical experience as part of their education. Specifically, NHH has implemented credit-bearing internships on both the bachelor and master level and in this regard offering Erasmus training mobility scholarships are vital when scaling up and making this available to as many students as possible. Other forms to increase work relevance in the study programmes includes project collaboration with external partners such as companies, NGOs and public and governmental institutions.

NHH will support and encourage Erasmus participation of faculty and staff on training and teaching mobility as well as participation in project collaboration in the Erasmus programme, aimed at developing joint teaching, new course content, renewed pedagogical methods and such. This also

entails exploring new forms of virtual exchange, making international learning available to those who cannot travel, and to promote a greener and more sustainable mobility.

Research

NHH shall be an internationally recognised business school that conducts relevant research and produces quality publications across all core areas.

Teaching conducted at NHH shall be research-based at all levels and teaching and research topics shall overlap considerably. Students are a resource that must be more closely integrated into research. NHH will increase the amount of external funding for education projects through schemes like the Erasmus programme and will strive to ensure that such projects are linked to research.

With the assumption that new Horizon Europe and Erasmus programme are both designed to facilitate, reward and promote synergies between the two, NHH will seek to capitalise on this and aim for a tighter collaboration across these programmes during the upcoming programme period.

Cooperation with the business community and society

NHH will focus on dissemination and communication in order to set the agenda for and influence public debate on topics central to an international business school. NHH shall be a driving force for innovation and sustainable development and be a preferred partner in research and education in Norway. Cooperation with the business community, the public sector, and a vital alumni network, shall play a key role in NHH's development. Hence, NHH is revitalising its alumni work to foster a relevant and dynamic alumni network.

Including external partners in Erasmus project collaborations will always be considered to ensure relevance, quality and value. NHH envisions companies, public organisations and NGOs not only becoming partners in learning, innovation and research, but also joining efforts to solve their real-life problems through collaboration. Active engagement with the business community and society, often represented by NHH's alumni, will also provide opportunities for training mobility for students and staff, increasing work relevance in the study programs and providing professional development.

Organisation and resources

NHH shall have an efficient, flexible and adaptable organisation that enables the school to deliver high quality research and education in partnership with society and the business community.

Professional development is a key factor for NHH, not only for academics but also for its support staff. Participation in the Erasmus programme offers a wide range of opportunities for all employees to develop their competence and acquire new skills, ranging from increasing digital skills, developing communication skills, foster cross cultural insight, enhancing knowledge about specific topics and improving language skills. The opportunities for learning through mobility training and teaching has been integrated as an available tool in the school's strategy for professional competence development and information about this is being actively disseminated within the organisation. Moreover,

dedicated funding to strategic competence development is used to cover remaining costs not covered by Erasmus funding. Participation is encouraged and recognised for those who make use of it.

The expertise and experience faculty and staff gain by establishing project collaboration within the Erasmus programme, as a coordinator or participating as partners is also of great value and contribute to enhancing skills and competences. Furthermore, the framework provided by the projects, the external evaluation of applications and the monitoring of how projects are being carried out secure quality and value to NHH on an organisational level.

Participation in the Erasmus programme also promotes digitalisation and improved work processes. NHH will continue to take part in the EWP project and aims to implement new digital case processing to increase quality, improved usability for both students, staff and partners and organisational efficiency.