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# Strategy 2026–2035

This strategy is shaped by NTNU's 10-year strategic horizon and by our role as a regional, nationally engaged and internationally oriented School of International Business.

In addition to further strengthening excellence in teaching and research, our priorities are to ensure longterm financial sustainability through (1) externally funded research, (2) a strong and international student body with good retention and (3) regional relevance with local, national and international visibility.

These guide the ambitions and supporting actions outlined below. Implementation of this strategy will be supported by a separate action plan that operationalizes the ambitions through concrete measures, responsibilities and measurable indicators.

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Photo: Tone Molnes / NTNU

# AMBITIONS

# We will be a regionally relevant and internationally connected school of international business

We aim to do this by integrating international business with technology, sustainability and regional industry needs within a Nordic management perspective. This ambition reflects our commitment to strengthening the region's competitiveness while positioning our students and staff within relevant international arenas.

### **Strategic Enablers**

- Build targeted international partnerships that align with our regional industry strengths and educational mission.
- Promote cultural competence and cross-disciplinary learning across all programs.
- Integrate international business as a core theme, linking it with innovation, entrepreneurship, sustainability, marketing, finance and technology through the
- Nordic model of management, characterized by trust-based leadership, collaboration and a long-term stakeholder perspective.
- Strengthen visibility and credibility through participation in international networks (e.g., EIBA), pursuit of accreditation (e.g., AACSB) and the establishment of a Center for International Business and Technology as a platform that connects management and technology to address global and regional challenges.
- Develop joint initiatives with international partner universities (e.g., joint degrees, cross-border projects, summer schools) and collaborate with technology-oriented departments and labs at home to create unique interdisciplinary offerings and connect students and staff globally.
- Align international engagement with key regional industries to enhance relevance and student employability.

# We will build and share knowledge that transforms working life and society

We aim to prepare students and partners to thrive in complexity by co-creating knowledge and learning with industry to foster innovation and societal impact. This ambition reflects our responsibility to equip graduates with the analytical competence, technological understanding and responsible leadership needed to create value in a rapidly changing regional and global working life.

## **Strategic Enablers**

- Design programs that develop students' ability to think critically, manage uncertainty, adapt and innovate.
- Engage students in practice-oriented problem solving through collaboration, internships, mentorship and shared learning among educators, students and industry partners.
- Strengthen collaboration with companies, alumni and public actors to ensure research and teaching address evolving societal and international business needs.
- Support applied, interdisciplinary research with impact beyond academia, including regional innovation and sustainability principles.
- Promote responsible leadership by equipping students and partners to balance profitability with social and environmental values, ensuring students can contribute to responsible transformation in working life.
- Increase externally funded research (BOA), aligned with regional and global challenges, as a key driver of the School of International Business's regional relevance and long-term financial sustainability.

# We will be a well-connected, inclusive and collaborative community

We aim to build a strong, open and collaborative culture that enables high-quality education, research and engagement across the School of International Business. This ambition is essential for creating a supportive environment where students and staff can develop, contribute and succeed together.

### **Strategic Enablers**

- Build platforms and programs for student interaction with business and society (e.g. mentoring, internships, networking events etc.).
- Strengthen ties with alumni as mentors, ambassadors and collaborators in research and teaching.
- Foster an inclusive environment where people from different backgrounds feel welcome, supported and empowered.
- Promote collaboration and knowledge sharing across disciplines, campuses and stakeholder groups, as well as between academic and administrative staff.
- Strengthen the department's internal operations and shared practices to ensure alignment, efficiency and a supportive working environment.
- Celebrate our shared identity and achievements through effective communication, events and active public engagement, while collaborating with external partners to disseminate research and strengthen our visibility.



Photo: Tone Molnes / NTNU

# PREREQUISITES

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### Academic freedom

We will safeguard academic freedom as a fundamental prerequisite for our professional activities. We operate in accordance with recognized standards of integrity and quality within our respective fields and will protect our independence, both institutionally and for all academic staff.

We encourage employees to participate in public debate with research-based knowledge and will strengthen their opportunities to do so.

By clearly emphasizing academic freedom as a core value, the School of International Business remains an arena for knowledge, reflection and critical thinking.

### Learning and Working Environment

We are characterized by a culture of respect, consideration and broad participation from both staff and students. All members of the School of International Business contribute to a positive learning and working environment, with leaders bearing particular responsibility.

We aim to maintain an inclusive and safe workplace that promotes well-being, health and development, and we provide secure and engaging learning environments that foster professional identity and help prevent dropout.

Our students will have access to teaching excellence grounded in innovative pedagogical practices and research-based education, as well as sound social environments and opportunities to participate in a well-functioning student democracy. As an employer, the School of International Business ensures predictable and attractive working conditions.

## Infrastructure

We recognize that good learning spaces, databases and laboratories are essential for highquality education and research. Well-designed and inviting physical environments support effective learning and working processes and foster strong professional and social interaction.

Our infrastructure will provide arenas where staff, students and external partners can collaborate, innovate and engage with the wider community.

## Organization and Leadership

We promote a culture marked by engaged staff and students, active participation and strong leadership. Competent leaders at all levels are ensured through targeted development and support. Openness, co-determination and collaboration with employee and student representatives, as well as safety delegates, are integral to our decision-making processes.

The School of International Business is designed with short decision-making paths and efficient processes and maintains a forward-looking administrative environment that develops and improves routines in close collaboration with academic communities.

## Value creation through collaboration

We function as a unified School of International Business, built on the principle that all employees contribute unique expertise to our shared goals. Collaboration and synergy, within and across disciplines and in partnership with external actors, are central to how we create value.

Through collective effort and clear leadership, we enable high-quality education, research and engagement that benefit students, staff and society.

