

# Strategic Framework

## School of Business and Law

### 2021–2024



## Background

### Who we are:

- We are a university-based and forward leaning business school offering business programs at all levels, as well as offering a robust bachelor program in law.
- We offer distinct international and practice-oriented experiences to our students.
- We are regionally connected and globally engaged.
- We are closely connected to our regional partners – offering a major opportunity to co-create knowledge and secure relevance in all our activities.
- We seek to move even closer to our partners through joint research, tighter interaction in the delivery of education programs and ambitious co-creation of executive education.
- Closeness and proximity are key words along several dimensions at the school.

### What we do:

We fulfill the three main parts of the “social mission” being:

- Teaching
- Research
- Outreach

We offer an effective, well-organized, and inclusive internal organization

We base our activities on the following three pillars:

- International
- Innovative
- Responsible

CO-CREATING KNOWLEDGE AT THE  
UIA SCHOOL OF BUSINESS AND LAW



### Vision, Mission and Values

**Vision:** Co-creation of tomorrow's knowledge

**Mission statement:** We educate innovative and responsible professionals and leaders with a global mindset.

**Slogan/who we are:** Regionally connected – globally engaged

**Values :** Openness - Trust - Academic quality - Respect



## Education

### Expected Outcome:

In 2024 the students at the School of Business and Law are offered further improved, contemporary and attractive study programs. Some core areas in our programs are: innovation, technology, change management, legal and financial issues, responsibility & sustainability, international exposure and closeness to business and government practice. Our graduates have strong analytical and communication skills and are empowered to serve as enablers of change and renewal in the organizations they serve in. They can also situate professional issues in a national and global context. We continue to enjoy high application rates from prospective students. A degree from the School of Business and Law continues to translate effectively into relevant and attractive employment for our graduates.

### Strategic Goals:

- The School of Business and Law continues to attract a high number of applicants and a larger share of the applicants are high-caliber students from outside the region.
- A larger share of our students complete their degrees within the expected time frame, and receive job offers before final graduation.
- The school offers a unique learning experience including closely integrated academic, pedagogical, and social offers cross-disciplinary approaches, as well as international and practical experiences (including internships in Norway and abroad).
- Selected study programs are characterized by a problem-based learning approach in close collaboration with regional industry and organizations, as well as the offer of relevant and distinct electives addressing current challenges and needs.
- The school addresses future challenges, including sustainability and responsible business management, in a majority of the courses.
- The school has a complete Master program in Law.

Key initiatives and KPIs are clearly defined in a yearly action plan, including resource allocations

## Research

### Expected Outcome

In 2024, our academic peers and key actors are exposed to relevant research from the School of Business and Law through peer reviewed international publications and international conference presentations. We are a recognized part of the national and international research community in some areas, and we implement several large-scale research projects that are externally funded. Also, we conduct a sizable share of our research in close collaboration with our long-term partners in government and business sectors. These actors regard our research as a source of knowledge, innovation, and renewal within their own organizations, and we experience increasing demand for our research and collaboration from our peers and stakeholders. The school's research in the field of law has increased considerably since 2018.

### Strategic Goals

- The school has high productivity levels and quality, as well as academic relevance of research (more Norwegian level 2/ AJG (ABS) level 3-4/or equivalent), where most faculty are involved in continuous research activities.
- The school has become known for its solid research environment within some areas and has become an attractive partner for other academic institutions, as well as business, government, and society at large.
- A sizable share of the school's research is both inter-disciplinary and done in collaboration with the external partners through increased mobility and joint publications, where the concept of co-creation of knowledge is crucial.
- The school has generated more robust external research funding from national and international sources.
- Research underpins and strengthens the school's educational and outreach activities.
- The amount of research with high degree of scientific and societal impact has increased.

Key initiatives and KPIs are clearly defined in a yearly action plan, including resource allocations.

## Outreach

### Expected Outcome:

In 2024, our stakeholders recognize the School of Business and Law as an increasingly relevant resource and potential partner in their own efforts to trigger renewal and change. We have strengthened our executive education offer by introducing up to date, relevant and well managed study programs at the BA and MA level. The student incubator has evolved into a central and useful tool for students seeking to commercialize their ideas. This in turn, ensures that the school offers a direct contribution to making our region even more innovative. The School of Business and Law is visible and communicates well with key target groups regionally, nationally, and internationally. We have also succeeded in building robust relations with selected national and international educational institutions.

### Strategic Goals

- The Executive Education Centre has been strengthened through increased relevance and scholarly management.
- The Center of Entrepreneurship is perceived as a "Hub" for contact with SMEs and to commercialize ideas from students.
- The school's communication, marketing and alumni contacts are well planned, strategic, and comprehensive (including hub for experts in media, increased visibility, presentation of research, participation in panel discussions, participation in expert committees, etc.)
- More interaction with regional, national, and international organizations to increase societal impact, including long-term partnerships with high status universities in teaching and research.
- More interaction and co-creation with business and government institutions by student internships and participation in research, including participation in industrial forums such as boards, associations, incubators etc.
- The school proves impact in some areas, presented in a yearly Impact Assessment Report

Key initiatives and KPIs are clearly defined in a yearly action plan, including resource allocations.



## Internal organization

### Expected Outcome

In 2024, the School of Business and Law's administration is recognized by students, staff, and stakeholders as dynamic, professional, and efficient, offering the right services in a timely manner. We have expanded the scholarly and administrative staff and have, at the same time, further clarified divisions of labor. Both scholarly and administrative staff are updated on new technology and work modes in the higher education sector. The scholarly staff also have a good understanding of how technological and societal changes will shape the subject areas in which the school operates. Also, the organization is diverse and inclusive.

### Strategic Goals

- The school has further developed an organizational culture that creates a sense of belonging, as well as offering inspiration and motivation.
- Administrative and scholarly personnel co-operate smoothly, sharing information and deploying a unified understanding of roles and responsibilities.
- The school is updated on new technology in both teaching and in the running of the organization, including efficient and optimal administrative systems.
- The school has continued to recruit, and keep, high caliber scholars for research and teaching, and it has continued to recruit and keep highly competent members of the faculty administration.
- The school has created a more inclusive atmosphere, which also nurtures diversity and equips international faculty and staff to understand and thrive in the Norwegian academic environment.

Key initiatives and KPIs are clearly defined in a yearly action plan, including resource allocations.



## Interdisciplinary priority areas at the university level

-with some examples of where the School of Business and Law can contribute



### Technology in a changing society

- Circular economy, regulatory framework, EUs Green Deal etc.
- ESG-reporting & responsible investments, LCAs
- Public procurement
- Regional innovation systems



### The Green Transition

- Circular economy, regulatory framework, EUs Green Deal etc.
- ESG-reporting & responsible investments, LCAs
- Public procurement
- Regional innovation systems



### Democracy and active citizenship

- Governance
- Emerging markets
- Sustainable capitalism
- Public Law



### Health and living conditions

- Health Economics
- Health Law
- Micro Finance
- Social innovation to improve living conditions



### Learning and personal growth

- Behavioural Economics
- Crowdfunding
- Ethics
- Financial literacy



### Art and society

- Cultural Economics
- Project Management
- Service Innovation
- Legal issues