

The USN School of Business 2022-2026 Strategy Plan is based on the USN strategy for the same period. The Strategy Plan starts with the Vision (1), followed by Values (2), the USN School of Business Brand (3) and Ambitions and Objectives (4). The Strategy Plan is supplemented by separate plans for the portfolio of study programmes (May/October 2022) and R&DI activities (October 2022). The departments' action plans (September 2022) set out how ambitions and objectives will be achieved.

1. VISION

The USN School of Business will be regionally anchored and internationally recognised. The School will be characterised by interdisciplinarity and the dissemination of knowledge based on critical reflection, scientific methods, entrepreneurship and open research. There will always be room for democratic opinion-sharing. Candidates from the USN School of Business will contribute towards sustainable value creation, welfare services, restructuring and social development in line with our values.

2 VALUES

The USN School of Business's social mission is to train, research and disseminate. The USN School of Business will help shape the world through profession-oriented, work-oriented and socially relevant training and research. Based on the USN Values, the USN School of Business will be:

In close proximity to society and working life, where people live and work:

Knowledge and skills development takes place through collaboration and co-creation across disciplines and professions and together with regional, national and international partners. A presence at several campuses and the interaction with trade and industry, public sector companies and voluntary organisations allow the USN School of Business to assume a leading role in the innovative development of society.

Focus on sustainability:

Through outstanding expertise and knowledge, the study programmes and R&DI work contribute to a platform of knowledge for sustainable societal development and value creation. Students and employees will be involved in major social challenges and provide the resources required for regional, national and international restructuring and development.

Innovative:

Sustainable social developments require new knowledge and new approaches. Through creative, interdisciplinary working communities, the University strengthens research-based innovation and cultural, social and financial value creation. Students will experience creative and innovative learning adaptations. The core activities are intended to stimulate curiosity and entrepreneurship, challenge knowledge and reasoning and be a driving force for social development.

3. THE USN SCHOOL OF BUSINESS BRAND

The USN School of Business currently has 4,700 students, 230 employees and is based across five campuses: Bø, Drammen, Kongsberg, Ringerike and Vestfold. The size and distribution of campuses is a strength when it comes to regional interactions that contribute towards expertise, development and research.

The USN School of Business has a “management-focused” brand, with innovation, management and marketing as its priority areas. Business analysis, including accounting and auditing, are supplementary focus areas. The approach at the USN School of Business also integrates further social science fields, including social analysis and IT, with interdisciplinary elective courses to supplement the priority areas. These subjects will be included in the main brand and vice versa. The business and management programmes at bachelor and master’s degree level within finance and management broadly constitute the core programmes of the portfolio. The School also offers a PhD programme in Management, with marketing, innovation and management as key focus areas.

This brand definition distinguishes the USN School of Business from other business schools. In this sense, it will also contribute to responsibility for and strengthening academic contributions to the other professional programmes at the USN (engineering, maritime, teaching, health and social care programmes), as well as cultural and environmental fields, with a particular emphasis on management. Through the further development of the programme of studies within the framework of the concept of the “industrial academy”, internships, bachelor and master's theses, as well as research and development work, the USN School of Business will facilitate a close link between students, academia and working life.

International research cooperation helps strengthen the USN School of Business’s position in international research. International development cooperation helps strengthen the attractiveness of students and their contributions towards the further development of trade and industry, working life, the public sector, value creation and welfare.

Through defined ambitions and objectives, students, partners and employees will find the USN School of Business to be more attractive in 2026 than in 2022.

4. AMBITIONS AND OBJECTIVES TOWARDS 2026

- Understanding of processes and initiatives that stimulate the development of knowledge and expertise for the green transition and sustainable financial, social and cultural innovation will be prioritised in teaching and R&DI activities.
- Programmes will be characterised by student-led and working life-focused learning processes, including digital skills. The Research Policy Committee resource category is an instrument of this ambition.
- Research groups will be characterised through active publication at high levels on the AJG list and NSD, while research will also be disseminated through popular science channels.
- Candidate production, student and employee mobility, publishing and externally funded R&DI and further education activities will increase. This may take place through results-based activities.
- The USN School of Business will achieve international accreditation of the Bachelor in Economics and Management degree (EFMD programme accreditation) and will be further developed into an internationally accredited business school during the next strategy period (e.g. AACSB or EQUIS).
- The ambition to strengthen the development of subjects and programmes, attractiveness and funding to become a prestigious business school with funding for 5000 students will be a priority.
- Departments and research groups will develop plans and initiatives to achieve ambitions and objectives.

In order to achieve the ambitions and main objectives, increased collaboration across subjects and campuses, skills development, capacity improvements and appropriate and effective organisation will all be necessary.

The study programmes, from shorter courses through to bachelor's and PhD programmes, will train candidates that are attractive for further studies and working life alike. Students will experience adapted learning of high academic quality.

Academic activities will contribute to the development of a socially inclusive learning community. Administrative support functions are important aspects of this community and learning is an active process that takes place through the interaction between students and employees. The use of digital tools will strengthen learning processes, both academically and pedagogically. Employees and students alike will experience a sense of belonging, well-being and safety. Good HR management is therefore important and will ensure a positive working environment and stimulate collaboration.