



NHH



# NHH STRATEGY 2026 - 2029

TOGETHER FOR SUSTAINABLE VALUE CREATION

Adopted by NHH's Board on 5 March 2026.





# GLOBAL UNCERTAINTY AND RAPID CHANGE

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. Based on our Nordic values, NHH will represent quality, relevance and responsibility wherever challenges and opportunities arise.

The most significant driver for NHH and other international business schools is technological change, particularly developments in artificial intelligence (AI). AI is not just one technological trend among many, but a profound structural shift impacting every aspect of higher education – from teaching and assessment to research, dissemination, administration, competition and the graduate labour market. New technology is reshaping NHH's competitive landscape by lowering the threshold for alternative education providers and fragmented learning pathways. The combination of self-study and AI tools is increasingly becoming a real substitute for parts of traditional teaching. This challenges the role of education in society and makes it necessary to clarify what an NHH degree represents. The value must increasingly rest on competencies that cannot be automated: academic judgment, ethical reflection, social learning, structured progression and strong academic and professional communities. AI necessitates alternative and quality-assured forms of assessment, while also opening up new pedagogical opportunities through more individualised and student-active learning. AI is reshaping the skills requirements in the labour market, putting the traditional entry-level roles for economics graduates under pressure.

At the same time, sustainability, the green transition and responsible value creation are more important than ever. Students, employers and society increasingly demand a combination of business acumen, technological insight and analytical skills, alongside sustainability, responsibility and societal impact. This underscores the need for NHH's study programmes to cultivate both a strong academic foundation and capacities for critical thinking, sound judgment and continuous learning. It also places greater demands on education to stay relevant and continually innovative.

The international political landscape is also changing. Greater geopolitical uncertainty, tighter migration and visa rules, and new tuition fees for non-EEA students are limiting international student mobility and increasing competition for talent. At the same time, political changes in other countries open up new opportunities as students seek stable, English-language alternatives in Europe. At the same time, political and financial frameworks are tightening nationally and internationally, with increased emphasis on societal relevance, accountability and alternative funding. Global trends are also posing new challenges and roles for educational institutions in total defence, security and emergency preparedness. In addition to safeguarding their own security, business schools like NHH must help develop relevant knowledge for total defence.

Demographic and societal shifts represent another key global driver. Declining birth rates and the increasing demand for lifelong learning are transforming both the student recruitment base and expectations regarding the role of education. As the half-life of knowledge shortens due to technological change, continuing education and the capacity for lifelong learning become increasingly important.

Together, these drivers create a strategic landscape in which NHH must not only adapt to rapid changes but also take a leadership role in defining what higher education is, how it is delivered and the value it should create for individuals and society.



# OUR 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

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 own needs. Sustainability has three interdependent components: climate and natural resources, social conditions and the economy.

At NHH, sustainability challenges will be addressed in our research and dissemination; they will permeate our study programmes and be incorporated into the operation of our school. 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 encompass a broad range of topics addressed by the Sustainable Development Goals. As a business school, NHH will have a particular focus on technological 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, while maintaining unique insight into Norwegian and Nordic contexts. This expertise will be combined with research-based knowledge of a high international standard. We will be the preferred business education in Norway, attracting the best students from across the country and internationally. We will employ outstanding staff with strong international ambitions. NHH will be characterised by a compact, vibrant campus and close relationships between students and staff across the organisation.

NHH takes its social responsibility very seriously. NHH's education programmes, research and dissemination will contribute to achieving the sectoral goals defined by the government. This includes the quality and accessibility of education, skills and research, increased Norwegian competitiveness, as well as the realisation of sustainable societal development, technological innovation and welfare. Our national and international ambitions will be harmonised and mutually reinforcing.

NHH aims to be in the international top class in its field. This requires systematic efforts to achieve continuing quality development and professional development, the ability to attract excellent students and staff, and the development of an experimental, inclusive, quality-conscious and action-oriented organisation. Internationally recognised accreditations will ensure a comprehensive and rigorous quality assessment of the business school. The accreditations together with NHH's participation in the CEMS alliance and the ENGAGE.EU network, help to raise NHH's profile as a top European and international business school.



## VALUES

**Quality, relevance and high ethical standards** will underpin all activities at NHH. Students, staff and alumni are **engaged, open** and **ambitious** and passionate about creating positive change in society.

NHH has a strong culture of quality. It expects all operations to uphold high standards and every individual to contribute to maintaining them. This means that its research, teaching and dissemination is relevant and of a high academic standard and that the administrative processes are efficient and characterised by a high level of expertise and professionalism.

Everyone at NHH shall promote and maintain high ethical standards. NHH's activities will be based on the principle of free and independent research. Academic freedom will 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 organisational culture and learning and working environment will be experimental and inclusive, and the organisation will be characterised by the ability and willingness to advance NHH's common goals and ambitions.

The value of being **engaged** 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 on campus and by making positive contributions to society.

The value of being **open** reflects a number of qualities that characterise 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

The value of being **ambitious** reflects the fact that individuals set high goals for themselves and for the institution.





# STRATEGIC PRIORITIES

For the 2026–2029 strategy period, NHH will prioritise four areas that span the entire organisation. These focus areas will ensure that the school lives up to its mission statement – Together for sustainable value creation – and will help achieve NHH’s goals of being an international, leading and relevant European business school that takes its social responsibility very seriously.



## APPLICATION AND UNDERSTANDING OF ARTIFICIAL INTELLIGENCE AND NEW TECHNOLOGIES

*A comprehensive focus on artificial intelligence (AI) will position NHH as a leader in the application and understanding of AI for decision-making, value creation and efficiency.*

**AI will affect all aspects of higher education** – from teaching and forms of assessment to research, administration, the competitive landscape and the graduate labour market. AI is not an isolated tool, but a transformative force that affects how knowledge is developed, communicated, assessed and applied.

**NHH will educate graduates for the workforce of the future**, with a thorough, integrated understanding of economics, technology (including AI) and sustainability. Graduates will be equipped to handle complexity, restructuring and uncertainty, and be able to engage in continuous learning in a rapidly evolving labour market.

**The ‘translator’ role is becoming increasingly important.** A critical skill for NHH graduates going forward is the ability to translate unstructured and incomplete data into decision-relevant information, and to convert technological opportunities – especially in AI – into sound, responsible and value-creating decisions in both private and public organisations.

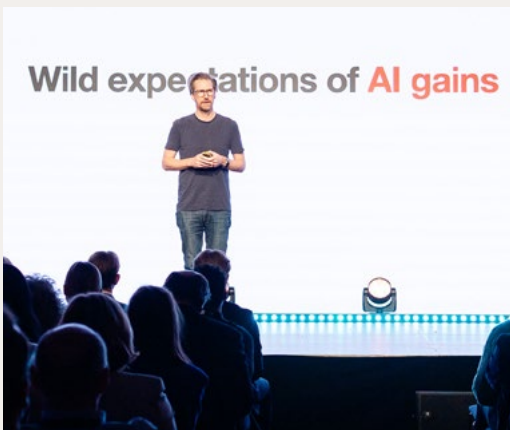
**The stronger the critical thinking, the greater the value created through the use of AI.** Effective and responsible use of AI requires analytical judgment, professional expertise and the ability to ask the right questions. Employers will seek strong analytical minds with sound subject knowledge and business acumen – not graduates who only master the technical use of, or prompt-writing for, generative AI.



**New technology increases the need for uniquely human qualities.** While analytical skills and critical thinking must be strengthened, skills in communication, creativity, ethics, empathy and collaboration are becoming increasingly important. AI changes the tools we use and the way we work, but not the need for human judgment, responsibility and reflection.

NHH's ambition is not to become a leader in technical and technological AI development, **but to become a leader in the application and understanding of AI in decision-making, innovation and efficiency** in organisations. NHH will provide research insights on the responsible, value-driven and sustainable use of AI in business and government.

**NHH will lead the way in demonstrating how AI and other emerging technologies can contribute to increased value creation** through their application in strategy, organisation, decision-making and business models. This involves a greater focus on the responsible, efficient and value-driven application of technology in Norwegian organisations.



## COMPETITIVENESS AND VALUE CREATION

*NHH will contribute to increased competitiveness and value creation in Norway through relevant and innovative research, teaching and dissemination.*

**NHH's mission statement is 'Together for sustainable value creation'.** To give this ambition real strategic substance, the concept of value creation must be emphasised more clearly. Value creation must be understood as more than just the efficient use of

resources in the short term: It is about innovation, productivity, adaptability and long-term competitiveness.

**Norway has a documented potential for improvement in innovation and value creation,** and lags behind several other Nordic countries on key indicators for productivity, innovation pace and knowledge commercialisation. NHH will adopt a clearer and more cohesive position in sustainable value creation and innovation, across education, research and dissemination. As a national knowledge institution, NHH has a particular responsibility to develop and disseminate research-based insights that can advance socially sustainable development, reduce inequality, promote responsible value creation and facilitate greater innovation and adaptability in both the private and public sectors.

**Entrepreneurship and intrapreneurship will gain a more prominent role** in education, research and practice-oriented learning. NHH aims to educate graduates who not only understand existing businesses, but who also have the ability to create new ones or drive innovation and change within established organisations.

**NHH will take a more prominent role as an agenda setter** in shaping how Norway can achieve value creation amid technological, economic and geopolitical change.



## KNOWLEDGE IN A GLOBAL CONTEXT

*NHH will be a leading and internationally oriented business school, where internationalisation is integrated into the entire organisation. By generating new and relevant knowledge of international and geopolitical affairs, NHH aims to increase the knowledge and preparedness of decision-makers in private and public organisations.*

Internationalisation makes NHH more open, innovative and better equipped to meet the challenges of the future. Internationalisation contributes to a diverse learning, research and working environment. Internationalisation also promotes openness, critical reflection, new perspectives, innovation and understanding across cultures. Internationalisation is crucial for ensuring academic excellence, relevance and impact in a global knowledge economy.

**NHH will educate graduates who possess relevant knowledge of how international developments relate to local decision-making.** Teaching will be developed and strengthened to enable students to understand and manage risk, uncertainty and strategic trade-offs in a global context. In this way, NHH contributes to building organisational preparedness and resilience in private and public organisations.

**NHH will play a more prominent role in the development of relevant knowledge about international trade, risk management, regulations and global value and supply chains.** This can be achieved by strengthening existing research initiatives or facilitating new ones at the intersection of total defence, preparedness, international trade and risk management on one hand, and economics, technology, sustainability and security on the other. NHH will thus help bolster knowledge, trust, and resilience in responding to emerging national and international challenges.

**NHH will further develop and strengthen its position as Norway's most international educational institution.** Internationalisation will be integrated across the organisation through student exchanges, the international recruitment of students and staff, strong global networks and research and teaching focused on relevant international knowledge.

**NHH will strengthen and further develop its international partnerships and networks,** particularly through CEMS, ENGAGE.EU and strategic research collaborations with leading institutions worldwide. NHH will leverage these networks more actively to develop joint education programmes, research initiatives, mobility opportunities and innovative projects.

**NHH will offer an inclusive, attractive and well-functioning international campus environment.** NHH will develop better frameworks for the social, academic and cultural inclusion and integration of international students and staff. This will ensure that campus diversity is increasingly translated into learning, quality, cooperation and community.





## VIBRANT CAMPUS

*In an increasingly digital world, learning, trust and human interaction are becoming ever more important and valuable. NHH's physical campus and ecosystem will be a unique academic and social learning environment that fosters collaboration, communication and skills that technology cannot replace.*

### **Learning and campus life are among NHH's most important competitive advantages.**

Value is created not only in the classroom, but also through the interactions among students, faculty, the student association, the business community, international partners and NHH's entire network. This holistic learning ecosystem provides a level of quality and depth in education that digital and fragmented learning platforms struggle to match.

**In an AI-driven educational landscape, the human dimension becomes increasingly important.** New technology reinforces the importance of social competence, communication skills, cooperation, interdisciplinary understanding, empathy and ethical judgement. NHH is uniquely positioned to develop these skills through a vibrant campus, in close collaboration with the student association and external stakeholders.

### **AI enables individualised and personalised learning**

to a much greater extent than before. The combination of student + AI can enhance preparation, practice and in-depth study, and free up time for more active and dialogue-based teaching. At the same time, the classroom and engaged teachers are essential for developing critical thinking, reflection and 'Socratic learning', skills that cannot be automated.

**NHH will place greater emphasis on physical presence and active participation on campus,** for both students and staff. This may involve more learning activities that require physical attendance, to ensure that students develop the skills we define as critical for achieving the learning objectives.

**NHH will be a driving force for pedagogical innovation.** This involves the continuous development of teaching methods, assessment forms and learning environments that combine the best of physical teaching on campus, digital tools and AI, and that support student-active learning.

**The programmes will be more practice-oriented and aligned with the needs of the labour market.** Increased use of case-based teaching, project work in collaboration with organisations and a greater emphasis on internships and practical experience will strengthen the link between theory and application, giving students a better understanding of value creation in practice.

**New alliances and innovative forms of corporate engagement on campus will be developed.** The campus will be a meeting place for students, researchers, the business community and public sector actors, where shared challenges, innovation projects and learning activities contribute to both skills development and value creation.



# MAIN OBJECTIVES AND SUB-OBJECTIVES

## EDUCATION

### MAIN OBJECTIVE

*NHH will produce excellent economists and managers with sound analytical skills, good technology literacy, broad social competence and a strong commitment to society.*

In the full-time as well as the executive education programmes, NHH will produce sought-after graduates for the domestic and international labour markets. Graduates will possess the knowledge, skills and attitudes that contribute to and guide sustainable value creation. NHH will have robust quality systems and a positive learning culture, research-based, student-active teaching and programmes with ambitious learning objectives.

### OBJECTIVE 1: GRADUATE QUALITY AND RELEVANCE

*NHH's graduates will be preferred in the Norwegian and the international labour markets and be qualified for the best international master's degree and PhD programmes.*

NHH will educate candidates with the knowledge, skills and attitudes that are highly sought after in the workforce, both nationally and internationally. A degree from NHH will send a clear signal in the labour market. Our graduates will be known for academic strength, critical thinking, professional integrity and the ability to create value in a rapidly changing society and labour market.

Graduates will have an integrated understanding of economics, technology, sustainability and ethics. They will be equipped to handle complexity, restructuring and uncertainty. NHH graduates will develop skills that enable them to complement AI, implement AI solutions in working life and understand both the opportunities and risks involved.

We will educate economists, managers and experts who can work in all areas of society, from start-ups to large multinationals, in all types of industries, the private and public sectors and voluntary organisations. With their knowledge, skills and engagement, they will make a positive difference in their environments.

NHH will also further develop a flexible high-quality executive education programme that is adapted to the need for restructuring and lifelong learning.





## OBJECTIVE 2: QUALITY OF STUDIES AND PEDAGOGY

*NHH will provide an excellent learning environment with an active campus and student-active learning. NHH will take the lead in implementing AI in its study programmes.*

NHH will be a leading European business school offering study programmes that are academically excellent, forward-looking and well aligned with a rapidly changing labour market. Our programmes will be research-based at a high international level. The three international accreditations (AACSB, AMBA and EQUIS) will challenge us and safeguard the quality of our programmes.

NHH will be at the forefront of pedagogy. We will further develop student-active learning methods and use new technology in both teaching and assessment. The study programmes will maintain a good balance between physical and digital learning activities. Physical presence and participation in academic activities on campus will be given clearer emphasis.

NHH will be a national leader in the application and understanding of artificial intelligence in education. We will integrate AI into course content, pedagogy and forms of assessment. NHH will strengthen teaching in geopolitics, geo-economics, supply chains, emergency preparedness and geostrategy.

NHH will be a leader in practice-oriented and professionally relevant education. We will develop new forms of collaboration with companies, strengthen their engagement and establish new partnerships. Students will have access to learning environments that foster understanding of innovation, entrepreneurship and intrapreneurship, while also enhancing their ability to create value across different types of organisations and enterprises.

Students will experience an inclusive and international campus environment that supports both academic and personal development. NHH will maintain and further develop its international position. We will offer strong international learning opportunities through exchange programmes, double degrees and joint educational programmes. The partnerships with CEMS and ENGAGE.EU will be used more strategically in the development of education and mobility.

## OBJECTIVE 3: ADMISSION QUALITY AND DIVERSITY

*NHH will attract highly motivated and skilled candidates from diverse backgrounds.*

NHH will be the first choice for applicants wishing to study economics and business administration in Norway, and an attractive destination for international students. We will attract candidates with excellent records – both nationally and internationally. We will promote diversity among students to ensure a broad talent pool, with respect to gender balance, geographic, social and academic backgrounds. Students will not only experience a high-quality study programme, but also gain insight into diverse perspectives from across Norwegian society – and from around the world.

The study experience will be inclusive from start to finish. NHH will offer programmes that educate graduates with distinct profiles and that open up a wide range of career opportunities.

## RESEARCH

### MAIN OBJECTIVE

*NHH will be a research-intensive business school, renowned for research of high international quality and societal significance.*

NHH will deliver relevant, internationally leading research of the highest quality in key subject areas for international business schools. NHH will be a preferred workplace for outstanding researchers in a globally competitive academic environment by building and maintaining attractive research environments and developing strong career paths. NHH's research will develop relevant knowledge for sustainable and responsible restructuring in business and society.



### OBJECTIVE 1: HIGH INTERNATIONAL QUALITY

*NHH will deliver internationally leading research of the highest quality in key subject areas for international business schools.*

NHH's research will be characterised by openness, academic integrity and international quality, and actively contribute to sustainable and knowledge-based societal development. NHH will further develop specialised expertise in disciplines that are central to an international business school and to the institution's strategic priorities. An increasing proportion of NHH's employees will publish research in top-tier international outlets. NHH's researchers will also be at the forefront of applying AI in research, through continuous training and active integration of AI into their work.



NHH will further develop and strengthen its research centre initiative with a view to building more internationally leading faculty. NHH's research environments will be competitive in the international pursuit of externally funded projects on leading national and international grant platforms. We will develop collaboration with the Centre for Applied Research (SNF) on joint research initiatives in strategic areas, to better leverage the synergies between basic and applied research.

## OBJECTIVE 2: RELEVANCE FOR THE BUSINESS COMMUNITY AND SOCIETY

*The research derived from a broad and interdisciplinary academic environment at NHH will provide new insight and knowledge for the business community and society in Norway and abroad. Research will strengthen society's knowledge base for addressing future societal challenges.*

NHH's research will help shape decision-making processes, regulatory frameworks and mindsets that underpin competitiveness, sustainable value creation and responsible societal development.

NHH's research will contribute directly to addressing key societal challenges through strengthened research collaboration across disciplines, and in partnership with other research environments and public and private organisations. This includes challenges reflected in the UN Sustainable Development Goals and NHH's strategic priorities.

## OBJECTIVE 3: HIGH INTERNATIONAL QUALITY OF ORGANISED RESEARCH TRAINING AND RECRUITMENT

*NHH's PhD programme will be of high international quality. Candidates for recruitment positions will be of high quality, and NHH will provide clear career paths for employees in temporary positions.*

NHH's PhD programme will attract the best Norwegian and highly qualified international candidates. The doctoral programme will be competitive in the international market for research talent. NHH will primarily recruit researchers to postdoctoral positions in a highly competitive international academic market, through the targeted development of attractive research environments, strong academic communities and clear career paths.

Organised research training will be closely integrated with NHH's research environments and characterised by high academic quality at the international level, strong supervisory environments and clear research expectations.

Graduates from the PhD programme and holders of temporary academic positions will succeed in securing faculty positions at reputable research institutions, while also being attractive and in demand in knowledge-intensive organisations both within and outside academia.



## COOPERATION WITH THE BUSINESS COMMUNITY AND SOCIETY

### MAIN OBJECTIVE

*NHH will develop and share relevant, research-based insights, knowledge and expertise with businesses and public institutions. We will take a clearer role in our strategic priorities and in areas where NHH is particularly well-positioned to shape the agenda. The goal is for our external activities to make a clear and positive contribution to society.*

To achieve these goals, NHH will strengthen communication in the broadest sense, collaboration and interaction with the outside world, and continuing and executive education that provides a knowledge boost for organisations, managers and employees.

### OBJECTIVE 1: A CLEAR AND VISIBLE AGENDA SETTER

*NHH will be an active and relevant voice in public debate, communicating research-based knowledge in areas that are central to future value creation and increased competitiveness.*

Our academic environments will be the natural choice for official expert committees and reports, prominent voices in public debate, active across a wide range of communication channels – and contribute to NHH taking visible leadership in its areas of expertise.

This requires a targeted presence in national arenas for politics, business and the public sector, as well as academic environments that prioritise dissemination and visibility as part of their social mission.





## OBJECTIVE 2: VALUE-CREATING COLLABORATION PLATFORMS

*NHH will facilitate attractive forums where researchers, students and external partners can share knowledge, develop solutions and foster innovation.*

NHH will strengthen interaction with the business community and society through flexible and innovative forms of collaboration, as well as continuing and executive education programmes that connect our academic environments with the real-world challenges faced by organisations and leaders.

New thematic platforms and collaborative initiatives will be developed around societally relevant issues, enabling NHH to leverage its strengths as a value-creating partner. International collaboration, knowledge sharing and student recruitment will consolidate NHH's role as an open, diverse and leading business school.

## OBJECTIVE 3: STRATEGIC PARTNERSHIPS

*NHH will strengthen and further develop its relationships with the business community, the public sector and public institutions. Our partnerships will be targeted and coordinated to generate both academic and societal value.*

Collaboration, network-building and financial support are important elements in managing our relationships, with the aim of mobilising momentum and support for strategic initiatives and societal needs. Coordination between academic environments, administrative units and NHH Executive will be strengthened to increase the overall impact of our external activities.

Alumni are an important part of NHH's contribution to society through their key roles in business and public life. We will strengthen alumni's connection to NHH and their role as partners and knowledge resources. Alumni engagement, which includes our NHH Executive students, will actively support NHH's strategy and future development.



## ORGANISATION AND RESOURCES

### MAIN OBJECTIVE

*NHH will have an efficient, agile and strategically oriented organisation that supports high quality, clear relevance to society and a strong international position in education, research and interaction with the business community and society.*

Organisation and resource allocation will strengthen NHH's academic core, enhance its international competitiveness and ensure the capacity to adapt to technological, economic and geopolitical changes. This requires strong academic environments, robust quality systems, targeted resource management, strategic use of technology and artificial intelligence, robust financial flexibility and long-term investments in infrastructure and campus facilities.

In line with NHH's ambition and strategic goal of being an internationally leading research-based institution in economics and business administration, NHH aims to apply for university accreditation during the strategy period.

### OBJECTIVE 1: HUMAN RESOURCES AS A STRATEGIC CORE

*NHH's employees are at the core of the institution's work. High quality, relevance and strong implementation capacity depend on well-functioning collaboration between faculty and administrative staff. Together, employees contribute to realising NHH's ambitions. NHH will therefore place high priority on developing strong academic environments and professional support functions.*

Faculty are crucial to NHH's academic quality and international impact in research and teaching. NHH will therefore prioritise recruiting and developing a strong, internationally oriented faculty, offering clear and predictable career paths.





Administrative units play a central role in supporting and further developing NHH's core activities. Through high professional competence, professional management and efficient collaboration, the administration contributes to quality in education and research, sound governance, streamlined work processes and holistic institutional development.

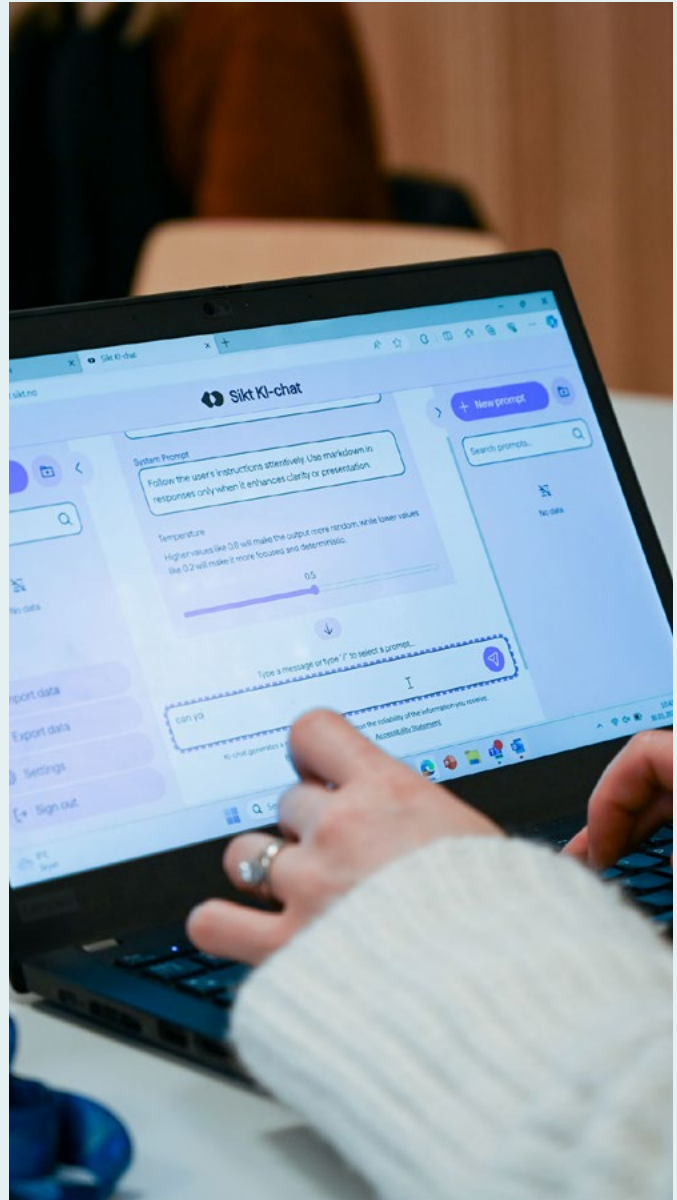
NHH will be an attractive and inclusive workplace with strong frameworks for professional development, collaboration and leadership. Diversity, with particular emphasis on gender balance and internationalisation, will be promoted systematically. Systematic leadership development at all levels will strengthen personnel and research management, and NHH's capacity to implement its strategy.

## OBJECTIVE 2: TECHNOLOGY AND DEVELOPMENT OF THE ORGANISATION

*NHH will have an organisation characterised by professionalism, cooperation and shared responsibility for the university's development. Effective collaboration between faculty and administrative units will enhance implementation capacity, quality and strategic prioritisation.*

Technological developments and AI provide new opportunities for quality improvement, enhanced decision support and more efficient use of resources. To achieve this, NHH will make targeted investments, develop relevant expertise and ensure clear governance and responsible use of technology that strengthens the institution's core activities.

Work processes and decision-making structures will be efficient, expedient and adapted to an increasingly digital reality. Digitalisation and the use of AI will contribute to continuous improvement and free up resources for prioritised tasks.





## OBJECTIVE 3: ROBUST FINANCIAL FLEXIBILITY AND LONG-TERM SUSTAINABLE DEVELOPMENT

*NHH will maintain robust and predictable financial flexibility that ensures fiscal strength, stability and the capacity for long-term strategic initiatives.*

Greater financial flexibility will be achieved through increased externally funded research, the further development of continuing and executive education and targeted development of new sources of income.

Long-term financial robustness requires clear priorities, discipline in cost management and the ability to adapt to changing framework conditions. Financial and resource management will be strategic, holistic and long-term. Internal resource allocation will clearly support NHH's prioritised initiatives.



NHH will continuously work to ensure efficient use of resources and sustainable cost development. Digitalisation and the use of AI will contribute to more efficient work processes, better decision-making and free up resources for the organisation's core activities.

## OBJECTIVE 4: STRATEGIC INVESTMENTS AND FORWARD-LOOKING INFRASTRUCTURE

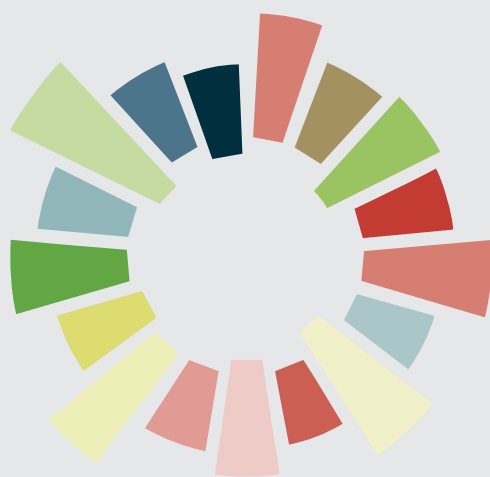
*NHH's buildings, property and infrastructure will be developed as strategic tools to strengthen academic quality and relevance, international attractiveness and long-term competitiveness. The campus will be further developed as a vibrant and attractive meeting place for students and staff, where physical interaction, academic exchange and collegial community are central.*

Learning and work spaces will be flexible and adapted to a variety of teaching, collaboration and working methods. The need for increased capacity and a potential campus expansion will be considered as part of a comprehensive campus development plan.

Physical and digital infrastructure will be developed in an integrated manner. A robust and secure digital platform will support both faculty and administrative activities. Research infrastructure will be up-to-date and aligned with the requirements for high international quality.

The development and operation of infrastructure will be guided by responsibility and long-term sustainability. Measures will be targeted, cost-effective and contribute to strengthening the institution's core activities.

# TOGETHER FOR SUSTAINABLE VALUE CREATION



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