

# Plan of action Internationalisation

Internationalisation affects all of NHH's core activities and many aspects of internationalisation are integrated into various other plans of action (research, communications, recruitment and plans of action at the department level). This plan of action describes the areas highlighted in the strategy document and that are the remit of the Dean for International affairs and the International Academic Committee (IAC), i.e. international institutional partners, student exchange, the recruitment of international students, the CEMS and double degree programmes, international mobility, accreditations and rankings and the integration of international faculty and students.

## Institutional partners

### Status

NHH has 164 institutional partners across the world. The scope of the partnerships varies greatly. The closest ties are with the 28 other CEMS institutions. The CEMS alliance allows for collaboration along many different dimensions (curriculum design, faculty groups, communication and marketing, administrative tasks) and at various levels of the organization: Rector, Deputy Rector, various faculty and staff members. In addition to the joint CEMS degree, NHH has double degree programmes with 7 different institutions whereof two are also CEMS members. These degrees require close bilateral collaboration with regard to the selection of students and the running of the programmes. The remaining partnerships are limited to student exchange. A relatively large number of the partner schools are members of the PIM (Partnership in International Management) network comprising some 70 leading institutions worldwide. Schools outside the PIM network constitute the bulk of NHH's partnerships. A vast majority have at least one international accreditation. The schools have historically been selected to ensure a good geographical (and linguistic) spread and a sufficient number to meet the demand for student exchange. The quality of the courses delivered by the partner schools is monitored through student evaluations.

The number of partner schools allows us to meet the present demand for student exchange. There is however a potential for closer cooperation with selected schools e.g. collaborative projects on course design, tripartite cooperation with partner schools and business partners, cooperation at the PhD level. Initiatives of this nature are encouraged by the ministry and may receive external funding via the Norwegian Centre for International Cooperation in Education (SIU). Enhanced cooperation with strategically important institutions (i.e. leading schools within the subject areas represented at NHH) will contribute to increasing NHH's visibility and to building NHH's international reputation. The institutions in question will typically be schools with which NHH has strong research ties.

### Measures

- Establish routines for an annual review of the list of partner schools by IAC taking into account student evaluations and statistical information on student flow as well as quality control of potential new partners
- Identify strategically important institutions with a view to establishing contacts with new schools and exploring opportunities for enhanced cooperation with existing partner schools case by case.

- Regular contact with SIU to ensure updated information on national internationalization initiatives, funding possibilities and other forms of assistance provided by SIU

## Student exchange

### Status

NHH is the leading institution in Norway with regard to the percentage of students that go on exchange (22.8% versus national average of 5,3%). The number is increasing steadily. The number of incoming students is relatively stable. NHH faces three main challenges with regard to student exchange:

- There is an imbalance between the number of incoming and outgoing students. This has financial consequences for NHH (close to 3 million NOK in 2013). The imbalance is partly due to a mismatch between the courses offered and the students' needs and desires, particularly at the bachelor's level, and partly due to the semester length.
- The processing of exchange applications is time consuming and there is a need for more efficient administrative routines.
- The exchange semester is an integral part of the study programmes and it is important that the academic outcome be more strongly emphasized in the future both for incoming and outgoing students. With regard to incoming students, the exchange programme should to a greater extent be used to showcase NHH's academic strengths. Surveys conducted among international degree students indicate that word of mouth is an important source of information. The exchange programme should therefore be seen in a broader context as a means to achieve other strategic goals (recruitment of degree students at the master's and PhD level, the enhancement of NHH's international reputation). With regard to outgoing students, it is important that the programme structure at the bachelor's level be flexible to allow students to benefit from the exchange institutions' academic strong points.

### Measures

- Encourage the development of new courses in English at the bachelor's level
- Conduct surveys among strategically important schools to assess how the exchange programme can best be accommodated to the needs of students from these schools
- Consider introducing some intensive courses to attract incoming students for shorter stays
- Encourage the duplication of mandatory courses at the bachelor's level in English
- Establish a more flexible course approval system
- Strengthen recruitment, promotion and information campaigns for incoming students

## Double degree programmes

### Status

NHH has currently 7 double degree programmes with a relatively small number of participants in each programme. The applicants have a high grade point average and it stands to reason that the double degree programmes should maintain their exclusivity in the future. There may however be a potential for establishing new double degree programmes with strategically important schools. This will be a part of the exploration of enhanced cooperation opportunities mentioned earlier. In addition there is a potential for establishing double degree partnerships in the BRICS countries in line with the national priorities for internationalisation. Furthermore the establishment of degrees involving business partners is strongly encouraged and it is possible to apply for funding via SIU. NHH has a strong network of corporate relations including companies with units in the BRICS countries and should be in a good position to develop such partnerships. The resources necessary to launch and run such programmes will have to be carefully assessed and taken into account before new programmes are initiated. Along the same lines, NHH has for several years participated in the Eurofaculty program and founded together with HEC, LSM (Louvain School of Management) and CBS the BMI (Baltic Management Institute) in Vilnius. LSM has already established a successful double degree programme for Baltic students and it is worth considering whether this programme could be emulated.

### Measure

- Identify both partner schools and business partners case by case with a view to discussing customized double degrees projects that will be both mutually beneficial and cost effective

## CEMS

NHH has a target of 50 CEMS students per year. This target was reached for the first time in 2014. There is room for more cooperation between NHH and other CEMS institutions within the CEMS system (teacher mobility, participation in faculty groups). A new academic director will be appointed by end 2014 and tasked with strengthening the ties between NHH and the rest of the CEMS network.

NHH was peer reviewed in 2013 and has committed itself to improving in areas identified as challenging in the peer review report. A separate plan of action has been elaborated and sent to the CEMS head office for approval describing the measures to be taken, the persons or units responsible and the deadline for implementation.

## Recruitment of international graduate students

### Status

NHH has a target of 100 international degree students in the master's programme. The figures for 2013 and 2014 are far below (67 and 55). With regard to quality, it is worth noting that the average GMAT score is considerably higher than the minimum requirement of 600 (676 in 2013). An analysis has been performed including statistical data, surveys and benchmarking against other institutions (BI, SSE, CBS, RSM) with a view to identifying critical factors. The following factors stand out as the most important: the school's international reputation, programme portfolio, financial aspects, admission requirements and process, international environment, marketing communication. Enhancing the school's international reputation is a part of NHH'S vision and various ways of achieving this objective are integrated in most of the plans of actions. In 2015 the number of master's programmes in English will increase from three to six, a measure that should lead to higher numbers of international students in the future. Although Norway has no tuition fees, the cost of living is reported to be a clear obstacle by international students. Initially 80 students accepted the offer of studying at NHH in 2014. Of the 25 who changed their minds, many reported that they were not able to finance their studies. To date NHH has only one scholarship programme (Wilhelmsen scholarship for students from the Baltic states). Offering scholarships could be a good way for Norwegian companies to achieve employer branding in specific job markets. With regard to the process, a new national screening process of international applicants is being explored. The implementation of a central handling of applications may make the admission process at NHH more efficient but may also delay the response time. NHH has roughly 13% international students on campus and 19% international faculty. Attracting more international students and faculty will have a self reinforcing effect. With regard to marketing, the survey conducted among degree students indicates that word of mouth plays an important role in the initial phase, while the NHH website is the most important source of information once the students have become aware of NHH. The survey also indicates that information on career opportunities, student satisfaction, internship opportunities and practice related elements in education, programme portfolio and international environment are decisive for prospective students' final choice. To date we have scant information on the career development of our international graduates. Few international graduates are members of the NHH alumni network.

### Measures

- Approach Norwegian companies with a view to establishing scholarship programmes for highly qualified international students
- Facilitate internships
- Enhance the international alumni network for data collection, marketing and provision of internships and jobs on the international job market
- Increase the use of present international students in marketing activities (facebook, other social media, video testimonials, ambassadors)
- Enhance the study at NHH website
- Improve data collection in order to provide relevant information to students on career developments
- Identify target groups for more intense marketing efforts

## International mobility

### Status

International mobility is the hallmark of leading international business school. At present, the figures for NHH are low. There are many different factors contributing to this situation: the profile of students recruited to NHH, the content of the study programmes, ample opportunities for extended stays abroad during studies, accessibility of internships abroad, the Norwegian labour market, the student culture and the overall NHH culture. Another challenge is data collection with regard to both internships and career development. NHH is in need of a technical solution for career services, alumni and corporate relations.

### Measures

- Establishment of a permanent career centre
- Establishment of a career/alumni/corporate relations platform
- Scholarships for unpaid internships abroad
- Enhance the international alumni network for data collection, marketing and provision of internships and jobs on the international job market

## Rankings and accreditations

### Status

The ranking and accreditation of business schools have become of increasing importance over the past decade. With regard to rankings there are three main types of rankings that are of the most relevance in the higher education sectors: institutional, research and programme rankings. Some require active participation from the institutions (FT-ranking, U-Multirank) whereas others are based on statistical analysis (eg. Eduniversal, The Academic Ranking of World Universities (Shanghai ranking)), The Tilburg Top 100 economics research ranking and the University of Texas Dallas)

NHH participates actively in institutional and programme rankings (FT and U-Multirank). A separate plan of action has been developed with regard to the FT ranking and was presented to the Board in June 2014. An analysis has been conducted in order to assess the impact of these and other rankings in which we do not participate at present. The conclusion is that the FT-ranking is the market leader for both institutional and programme rankings. The Economist Which MBA list may prove to be relevant for Executive MBAs in the future. With regard to rankings in which we are included without active participation, the top research rankings The Tilburg Top 100 economics research ranking and the University of Texas Dallas top 100 business schools research ranking are the most relevant. We are not among the top 100 on either list.

There are three main accreditations of relevance for business schools internationally: EQUIS, AACSB and AMBA. EQUIS accredits 146 business schools worldwide – including 22 out of 29 CEMS schools. NHHs 5 year re-accreditation is an explicit element of NHH's definition of itself as a leading European business school in its strategy. The AACSB is the gold standard in North America, very highly regarded in Asia and is growing in influence in Europe. 15 out of 29 CEMS schools are AACSB accredited. Our main competitor in Norway, BI has recently been accredited. AACSB accreditation focusses heavily on the school's mission and how the school seeks to put it into action. Feedback from partner schools indicates that AACSB accreditation is a very useful process with regard to quality enhancement, particularly with regard to the quality of study. AMBA is a UK body that accredits business education programmes. It initially covered only MBA programmes, but it has been extended recently to pre-experience Master's in Business Management programmes and doctoral programmes. 11 out of 29 CEMS schools are AMBA accredited as well as our main national competitor. It is however not considered as important or useful to the overall development of the institution as EQUIS and AACSB accreditation.

#### Measures

- Continue to monitor the various rankings and their impact
- Analyse to what extent NHH incentives are geared towards high performance on relevant rankings
- Consider AACSB accreditation

## Internationalisation at home

### Status

Close to 20% of NHH faculty and 61% of the candidates admitted to the PhD programme are international. The corresponding figure for students is 13 % (degree students and incoming students on campus). In addition to this NHH receives a high number of international guests. It is essential that relevant information is provided in English both on the NHH website and throughout the school. With regard to faculty, it is also essential to provide necessary practical assistance both before and upon arrival. Furthermore, involvement in the school's activities, e.g. as board or committee members is a key factor for integration. With regard to international students, two persons in the Student Administration are dedicated to handling incoming students. The NHH student association has an international committee and has opened up many of its subgroups to international students. Several activities are organised annually for the international student body.

#### Measures

- Revision of NHH's language policy including guidelines for information to be made available in English
- Establishment of on boarding routines
- Consider collaboration with the University of Bergen with regard to on boarding activities

- Mapping of specific needs of international faculty
- Initiate and support activities geared towards a better integration of international students

#### Overview of measures

Measures	Status	Comments
Establish and implement routines for an annual review of the list of partner schools taking into account student evaluations and statistical information on student flow. Quality control of potential new partners.	Routines established Regular follow up	Revision and quality control have been included in the IAC annual meeting cycle.
Identify strategically important institutions with a view to establishing contacts with new schools and exploring opportunities for enhanced cooperation with existing partner schools case by case.	Initiated Regular follow up	Input from key faculty members in the various subject fields
Regular contact with SIU to ensure updated information on national internationalisation initiatives, funding possibilities and other forms of assistance provided by SIU.	Initiated	2 meetings planned autumn 2014
Encourage the development of new courses in English at the bachelor's level	Initiated Regular follow up	Feedback on the evaluation report for the bachelor's programme. Contact with faculty members. A new course on the Nordic model is being planned
Conduct survey among strategically important schools to assess how the exchange programme can best be accommodated to the needs of students from these schools.	Autumn 2014 provided resources are available	
Explore the possibility of introducing some intensive courses to attract incoming students for shorter stays.	October 2014	Report will be sent to PMU including an assessment of the administrative consequences

Encourage the duplication of some mandatory courses at the bachelor's level in English.	Initiated	Feedback sent to PBU in relation to the Bachelor report
Establish a more flexible course approval system	Report to be made autumn 2014 provided resources are available	Input to PBU and PMU
Strengthen recruitment, promotion and information campaigns for incoming students.	Autumn 2014	
Identify both partner schools and business partners case by case with a view to discussing customized double degrees projects that will be both mutually beneficial and cost effective.	To be initiated autumn 2014	
Approach Norwegian companies with a view to establishing scholarship programmes for highly qualified international students.	Pending	Must be seen in relation to the overall organisation of corporate relations
Facilitate internships	Initiated	
Enhance the international alumni network for data collection, marketing and provision of internships and jobs on the international job market.	Pending	A decision must be made regarding the location of Alumni responsibilities in the organisation
Increase the use of present international students in marketing activities (facebook, other social media, video testimonials, ambassadors)	Autumn 2014	IAC will provide necessary funding for extraordinary activities
Enhance the study at NHH website	Initiated	The new NHH web platform will constitute a major improvement
Improve data collection in order to provide relevant information to students on career developments	Initiated	Establishing Alumni network will greatly enhance this activity
Identify target groups for more intense marketing efforts	Autumn 2014	Contact has been established with the Norwegian embassies in China, India and Azerbaijan
Establishment of a permanent	Completed	Board decision June 2014



career centre		
Establishment of a career/alumni/corporate relations platform	Pending	
Scholarships for unpaid internships abroad	Autumn 2014	
Continue to monitor the various rankings and their impact	Continuous	
Analyse to what extent NHH incentives are geared towards high performance on relevant rankings	Initiated	A report will be sent to FFF
Consider AACSB accreditation	Initiated	Final decision by PSU before the end of the year
Revision of NHH's language policy including guidelines for information to be made available in English	2015	
Establishment of on boarding routines	2015	Will involve the new HR director
Explore opportunities for collaboration with the University of Bergen with regard to on boarding activities	Initiated	Talks with Vice Rector for Internationalisation have been held and will continue
Mapping of specific needs of international faculty	Initiated by Deputy Rector. To be followed up by Human Resources	A meeting has been held with international faculty with Deputy Rector and Vice Rector for faculty management as a first step in the process
Initiate and support activities geared towards a better integration of international students	Initiated	A new event will be organised this autumn bringing together incoming students and NHH students going on exchange next semester. Other activities may be supported financially by IAC.

