

## INTRODUCTION

In many ways global instability has been a steady companion for quite some years. As a business school, we know by heart that within the complexity that naturally follows from such change also lies a potential for learning and generating new knowledge. Furthermore, change often provides a wealth of possibilities for individual and organizational growth, progress, and aspirations. We are determined and committed to go out of our way to transform these changes into constructive and innovative opportunities for making the positive impact on society that is needed and longed for by our students and industry partners.

AAUBS is situated way up in the Northern part of Denmark where regional productivity and competitiveness are challenged. The Danish government has launched a new candidate reform that is going to drastically transform the landscape of master programs and has done so in times where the student population is gradually decreasing. Furthermore, we live in a globalized world where inequality, poverty, and the overexploitation of natural resources are reaching new heights. All these developments and transformations mark the contours of the New Normal of business schools, and they urge and inspire us to think differently and more innovative about our role as a business school in society. We are motivated by the dialectic interplay between enabling these transformations to inform our research and learning, and simultaneously use our knowledge and expertise within business and economy to shape the contours of the New Normal.



### MISSION

***Regional Relevance & International Impact  
Through research, education, and industry collaboration.***



### VISION

***With a strong anchoring in problem-based learning and interdisciplinarity, AAUBS is a responsible business school. We dare to take chances and initiate something new when we believe it makes a positive change. AAUBS is a place where we as students and colleagues feel at home and are motivated to pursue our academic aspirations.***

In response to these transformations, it is today's norm that we as a business school take a larger societal responsibility through our research, education, and industry collaboration. Profit alone no longer suffices; there must be space for more humanizing and critical-reflexive approaches to business. Our students want to be part of organizations where values, ethics, and meaning drive business and where diversity and flexibility is ingrained in the organization. We are proud that these values motivate the future generation of economists and business administrators. Thus, we work with using the ESG tools, generative AI systems, and deep knowledge, and align them with economic growth and personal, organizational, and societal values to build more sustainable organizations; we do so not to comply with regulations, but to drive progress.

## INTRODUCTION

Our unique value proposition is that we are a research institution, where knowledge and solutions grow from societal challenges. We know from experience that combining a problem-based learning approach with our ability to work interdisciplinary as researchers and students is the best way to solve the multi-faceted real-life challenges, we face nowadays. We also know that change takes time as societies alter only incrementally. Thus, parts of understanding, adjusting to, and influencing the New Normal also revolves around making room for resonance, slow progress, and—what we really find significant—lifelong learning.

The 2025-2027 strategy for AAUBS addresses these changes and society's complexity. It lays out how we proactively and constructively engage in shaping the New Normal of business schools through focusing on quality, progress, and professionalism in research, education, and industry collaborations. In the three strategic priorities chosen for 2025-2027, we have made space for exploration and exploitation and, not least, room for joy, fulfillment, and personal growth. The chosen strategy is an opportunity for our students, collaboration partners, and ourselves to push our boundaries to make a positive impact.

### **Strategic Priority 1: A Commitment to Being a Professional Business School**

Securing a vision-driven culture and structure anchored in continuous learning and improvement by becoming an AACSB accredited business school, advancing professional development, ensuring accessible information, and leveraging AI to drive innovation and meet stakeholder needs.

### **Strategic Priority 2: Revitalize Problem-Based Learning within Business and Economy**

Revitalizing problem-based learning (PBL) to adapt to educational changes, create humanized learning spaces, embed PBL in student-industry collaborations, and develop the AAUBS Regional Barometer to enhance regional competitiveness and strengthen AAUBS' unique value proposition.

### **Strategic Priority 3: Nurturing a Strong Research Culture**

Investing in the backbone of AAUBS as a research institution through capacity and competence development, strengthen industry collaborations at Ph.D. and postdoc levels, and prioritize high-risk, high-reward research to drive innovation and societal impact.

# STRATEGIC PRIORITY 1:

## A Commitment to Being a Professional Business School

This strategic priority focuses on strengthening AAUBS as a professional business school by embedding a culture of continuous improvement and a dedication to drive innovation in business education. The strategic priority will be achieved through four key initiatives: achieving AACSB accreditation to embed a culture of continuous improvement, fostering professional development with transparent guidelines and supportive environments, facilitating collaboration through ensuring easily accessible information for students, researchers, and industry partners, and leveraging generative AI to enhance knowledge and innovation. These actions reflect our dedication to creating a vision-driven, inclusive, and forward-thinking business school that meets the evolving needs of our stakeholders.

### Key initiatives

#### **Becoming an AACSB accredited business school**

*Year to be completed: 2025-2026*

*AAUBS aims to continuously progress as a professional business school, thus seeking and exploring ways on how to further nurture its progress and becoming a stronger organization. The AACSB accreditation represents a significant milestone on this path. The purpose of the AACSB accreditation is not to get the accreditation as an end result but as a mean to ensure a culture where continuous improvement and learning are ingrained in AAUBS. As such, becoming AACSB accredited marks the achievement of being a vision-driven business school. Furthermore, it clearly illustrates how the structure and culture of AAUBS are aligned, facilitate one another, and are anchored in what and how we measure quality.*

- Ensure alignment with the accreditation standards in Progress report 3
- Develop self-evaluation report, conduct a pre-visit analysis
- Get final self-evaluation report reviewed and approved
- Develop a system that support continual improving and work towards reaccreditation

#### **Enhance structures and a culture that support continual professional development of colleagues and organisation**

*Year to be completed: 2025-2026*

*Ensuring guidelines, policies, and a milieu that foster professional development of the individual and the business school is pivotal at AAUBS. We know it is crucial to have transparent procedures that are clearly communicated and systematically followed to support colleagues' horizontal and vertical professional development.*

- Develop, implement, and evaluate Qualifications & Merits and Promotion Criteria
- Develop guidelines for and resources to peer-to-peer mentoring
- Develop and implement guidelines to balance teaching and research
- Ensure reasonable annual research group budgets

# STRATEGIC PRIORITY 1:

## A Commitment to Being a Professional Business School

- Strengthen a strategic approach to competence development in our Administration
- Develop a structured way of ensuring ethical research data management
- Update description of functions
- Revisit and qualify processes for onboarding & offboarding
- Prioritize resources to ensure a strong and professional project administration

### **Facilitating collaboration through ensuring easily accessible information**

*Year to be completed: 2025*

*The interest in collaborating with AAUBS around education, research, and industry is extensive. Prospective students are asking for genuine and real information about study programs and for peer-to-peer dialogues about everyday life at AAUBS. Fellow researchers need to identify the right colleague at AAUBS when they want to cooperate with us. Simultaneously, alumni seek to give something back to AAUBS by sharing their experiences, supporting student employability, and enhancing research impact. Together, these interests invite us to revisit our communication to identify how we, as academia, can provide students, industry partners, and researchers meaningful and easily accessible information to facilitate internal workflows and external cooperation.*

- Updated AAUBS webpage with one point of contact
- Overview of different ways to engage in research collaborations at AAUBS for the industry
- Updated presentation of different education programs at AAUBS to students
- Onboarding of students to take care of peer-to-peer dialogues with students
- External communication plan to stakeholders
- Presentation to the industry about different ways for them to become involved in teaching and student collaborations at AAUBS

### **Generative AI to amplify human knowledge in solving core tasks**

*Year to be completed: 2025-2027*

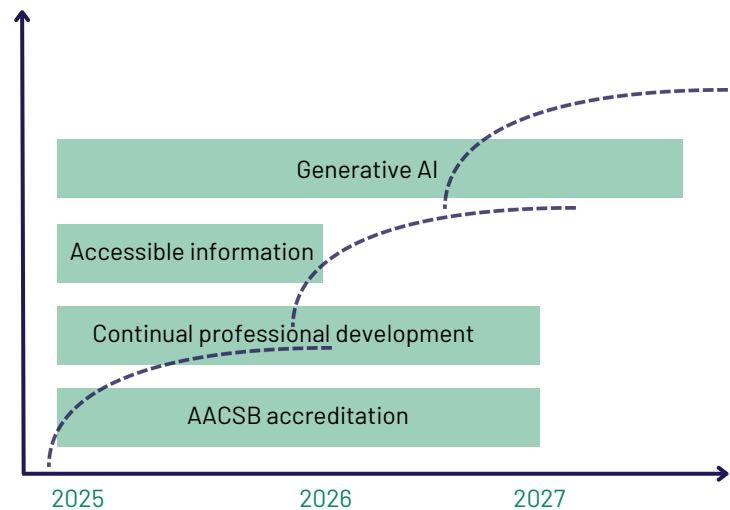
*When used responsibly, Generative AI can aid in solving core tasks for students, researchers, and administrators. Our industry partners, research collaborators, students, and their future employers expect AAUBS to be a first-mover to this end. Thus, there is a pressing need and interest in ensuring updated guidelines and further competence development around AI in teaching, research, and administration. Furthermore, AAU is a university where colleagues are encouraged to use AI responsibly as a natural tool. Possibilities and policies around AI are constantly developing, and there are still insecurities and questions about its right usage. At AAUBS, we have unique competences and expertise within AI in business and economy, and we have worked deliberately to integrate AI in our research, teaching, and administration.*

# STRATEGIC PRIORITY 1:

## A Commitment to Being a Professional Business School

- Seminars for students in ethically responsible and critical-reflexive ways of using AI in their studies
- Competence development for researchers in integrating AI in the core disciplines in business administration and economy – teaching and research
- Competence development for administrative colleagues in integrating AI in solving their core administrative tasks
- Explore possibilities for offering executive workshops and teaching modules for the industry in ethically responsible and critical-reflexive ways of using AI

| A Commitment to Being a Professional Business School |                                    |
|--|------------------------------------|
| AACSB accreditation                                  | Continual professional development |
| Accessible information                               | Generative AI                      |



### Resources & Responsibilities: Strategic priority 1

| Resources     | Overall Responsibility   |
|---------------|--|
| DKK 780.000,- | Management Team, Staff Managers, Research Group Leaders and Administrative Area Managers |

## Revitalize Problem-Based Learning within Business and Economy

This strategic priority centers on the unique value proposition of AAUBS, specifically PBL as the notion of seeking knowledge and solutions that grow from real-world problems and societal challenges, is the best way to describe our thought leadership. This strategic priority will be achieved through four key initiatives: a commitment to revisit and revitalize our renowned PBL approach to adapt to the evolving educational landscape, AAUBS' dedication to create humanized learning spaces that foster a sense of belonging and well-being, ensure PBL is embedded in student-industry collaborations, and use the AAUBS Regional Barometer to strengthen regional productivity and competitiveness. These initiatives will maintain our leadership in PBL-anchored research, teaching, and industry collaborations.

### Key initiatives

#### **Revisit, revitalize and embed PBL at AAUBS**

*Year to be completed: 2025-2027*

*We are experts within AAUBS' approach to PBL, which is renowned and respected internationally from a student, research, and industry perspective. Our alumni and employers all attest that PBL is AAUBS' trademark and renders the capabilities that make us distinct. However, a New Normal shapes business schools, more than 30 nationalities work at AAUBS, and AAUBS makes continued progress in its development. Thus, it is time to revisit and revitalize what we mean by PBL to ensure that PBL remains a foundational principle at AAUBS, and we maintain our role as internationally leading business school when it comes to PBL-anchored research, teaching, and industry collaborations.*

- Onboarding of students to PBL at AAUBS
- Onboarding of colleagues to PBL at AAUBS
- Develop new peer-to-peer learning, mentoring and support among students in applying PBL in studying at AAUBS
- Peer-to-peer mentoring and support among colleagues in applying PBL in teaching and research at AAUBS

#### **Humanized learning spaces that create a sense of belonging and well-being**

*Year to be completed: 2026-2027*

*The diversity among our student population is flourishing, and the expectations for the learning spaces offered at AAUBS are under transformation. Our students are from all over the world, they join us with different prerequisites, and they all come with unique and individual competences and characteristics. We find this inspiring as it pushes us to consider how we design our learning spaces in ways that inspire, motivate, and support our students and enhance their learning possibilities. This directly reflects the ESG*

### Revitalize Problem-Based Learning within Business and Economy

*goal of ensuring equitable quality education and promoting lifelong learning opportunities. Ensuring quality education ties in closely with the coming candidate reform that seeks new ways in relation to lifelong learning and the integration of full-time and executive studies—furthering possibilities for PBL learning in new interdisciplinary ways.*

- Ensure competence development for students and researchers regarding diverse unique characteristics
- Develop comprehensive and humanizing introduction programs to AAUBS with a focus on respecting the diverse student population
- Ensure diversity is anchored in a humanizing approach to students and learning in the design of learning spaces (physically and didactically)
- A structured and professional planning of education based on students' needs
- Peer-to-peer mentoring for students before, during, and after education programs
- Initiate and support pilot-projects based on trying out new way of inviting PBL into our learning spaces

#### **Guidelines and initiatives for ensuring PBL is embedded in student/industry collaborations**

*Year to be completed: 2026-2027*

*One of the strengths of PBL is the steady curiosity towards real-life problems and how societal challenges are understood and handled in the industry. Thus, it is of utmost importance that we, from the first day of their studies, support students in making linkages between industry-related challenges and theoretical perspectives. Making the students-industry knowledge transfer as smooth as possible, means first that the better we are at AAUBS at designing learning spaces where knowledge from and networking with the industry is integrated into the different education programs, the easier it is for our students to move from being students to becoming value-adding employees in the industry. Second, the easier it is for the industry to stay attuned with recent academic knowledge, the better they can qualify decision-making and the strategic development of their organization.*

- Revisit and update PBL-anchored strategies for various ways to integrate concrete and actual real-life challenges to learning spaces
- Develop a CRM system of organizations that want to collaborate with AAUBS' students
- Develop extra-curricular stream, where industry partners are used as mentors for students and partners in ensuring a smooth process from student to being a value-adding employee

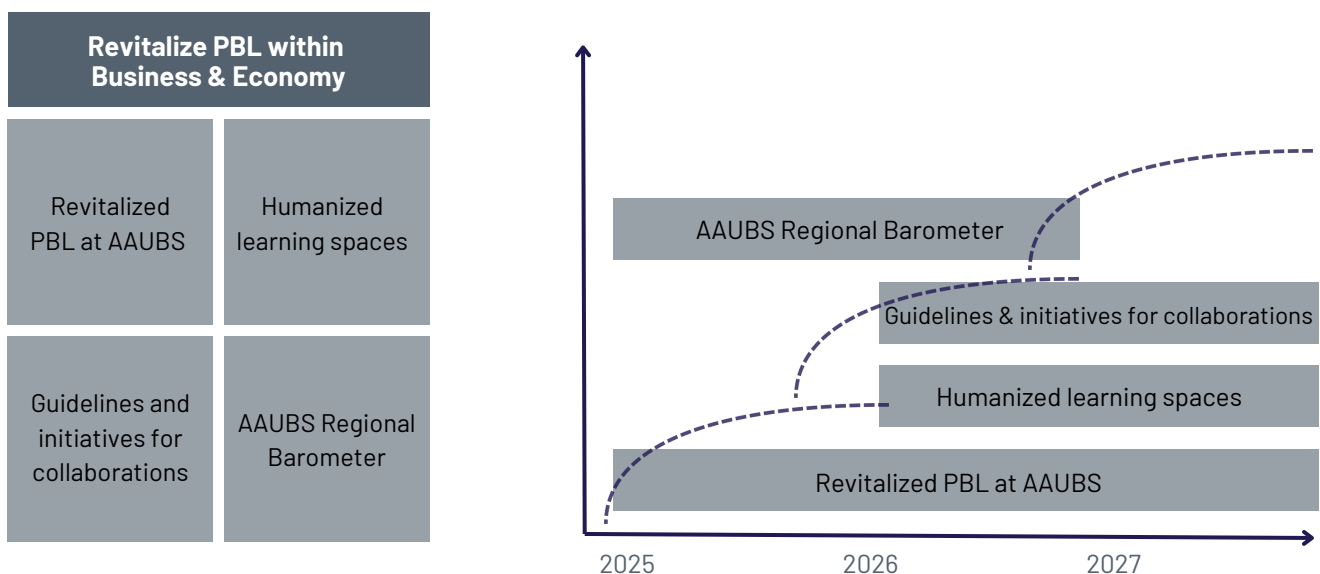
## Revitalize Problem-Based Learning within Business and Economy

### Develop and realise AAUBS Regional Barometer

Year to be completed: 2025-2026

*As a business school situated in the Northern Region of Denmark, we have a deep interest in giving something back to the region and participating in strengthening the region's productivity and competitiveness. Adding to this, AAUBS is an international business school, and our researchers are internationally respected for their deep knowledge and research insights in business and economic fields. We perceive it to be a privilege to balance the interplay between regional relevance and international impact through our research, teaching, and industry collaborations. Thus, AAUBS will launch an annual regional barometer that describes how the industry in the region is understanding and dealing with concrete business and economic challenges. This barometer will be used to strengthen collaborations between the industry and AAUBS in relation to teaching and research.*

- Develop first annual regional barometer
- Identify learnings from first annual regional barometer and qualify the further
- Based on findings from the annual regional barometers investigate, develop and implement meaningful interactions between the industry and AAUBS based on stakeholder needs



### Resources & Responsibilities: Strategic priority 2

| Resources     | Overall Responsibility   |
|---------------|--|
| DKK 490.000,- | Management Team, Head of Full Time Studies, Head of Executive Studies, Study Boards, Study Secretary Team and Study Program Coordinators |

# STRATEGIC PRIORITY 3:

## Nurturing a Strong Research Culture

To enhance our research capabilities at both individual and organizational levels, AAUBS is committed to nurturing a strong research culture that is grounded in developing virtuous circles between peer-reviewed journal publications, professional development, external funding, and societal impact. This strategic priority will be achieved through four key initiatives: a commitment to invest in capacity and competence development at both organizational and individual levels, ensuring external funding takes its point of origin in a strong funding policy, a stronger focus on strengthening industry collaborations at the Ph.D. and postdoc levels, and a prioritization of high-risk, high-reward research. This strategic priority aligns with our overall mission to integrate research, education, and industry collaboration, ensuring AAUBS remains at the frontier of business and economic research and ensure personal and organizational joy, fulfillment, and growth.

### Key initiatives

#### **Investing in capacity and competence development at the organizational and individual level**

*Year to be completed: 2025-2027*

*The backbone of our work at AAUBS is anchored in our identity as a research institution working from practically relevant problems to gain new knowledge for business and economy through an interdisciplinary stance. We know that being renowned and respected in research comes from continued investments in strengthening virtuous circles among AAUBS' core pillars: peer-reviewed journal publications, professional development, external funding, and societal impact. We invest in capacity and competence development at the individual and organizational levels, because a strong research culture requires nurturing through focused and professional development. Thus, at AAUBS, we invest in creating an inspiring and supportive milieu for our researchers, where they are supported at the individual, research group, and business school levels to pursue their academic aspirations.*

- Be curious in developing and identifying various ways to work with virtuous circles for researchers and administrators
- Resources prioritized for early career scholars
- Resources directly aimed at capacity- and competence development at the individual, research group, and/or business school level for strengthening networks
- Professional development tracks at the individual level
- Identification of strategic priorities at a research group level
- Targeted support initiatives on early career scholar level
- Develop collaboration programs with other higher education institutions on research agendas that push the boundaries of existing knowledge

# STRATEGIC PRIORITY 3:

## Nurturing a Strong Research Culture

### **A strong funding policy to guide our work**

Year to be completed: 2025-2026

*Expectations to attract external funding at higher education institutions are increasing. Developing a flourishing funding culture within the research groups and at the business school requires strategic long-term planning and ambitions. Funding is closely tied to ongoing professional development, and it is a means to enable more research activities and a way to push and motivate us as researchers. External funding provides more fun and a potential for higher impact as it offers a larger activity budget and more networking possibilities. As most funding applications are not rewarded the first time, AAUBS focuses on supporting colleagues in using the application process to further develop individual and research group competences and capabilities. To utilize these possibilities, expectations for external funding should be clearly articulated in a funding policy where research time, buy-out, administrative support initiatives, and efforts to maintain a proper balance between teaching and research are explicated.*

- Develop funding policy and ensure it is understood and used at an individual-, research group, and business school level
- Identify and amplify potential for strong administrative support
- Evaluate and qualify support initiatives to ensure the funding policy is aligned with the business school strategy
- Use funding policy to increase external funding in the strategy period

### **Stronger industry collaborations at the Ph.D. and post.doc. -level**

Year to be completed: 2025-2027

*It comes naturally for AAUBS to engage in collaboration with the industry in developing new and innovative knowledge about how business-related and economic challenges can be understood and dealt with, having both societal and academic impact.*

*Accordingly, AAUBS focuses on engaging in strong research collaborations at the Ph.D. and postdoctoral levels, as this is a unique opportunity to develop insights that benefit both the industry and academia. Furthermore, these kinds of collaborations address parts of the New Normal of business schools, where an interest in lifelong learning and the freedom to design one's work life in more flexible ways grow among both alumni and the industry.*

- Explore and develop AAUBS models for different ways to collaborate with the industry regarding Ph.D. and post.doc.
- Identify relevant industry partners and engage in more strategic partnerships

# STRATEGIC PRIORITY 3:

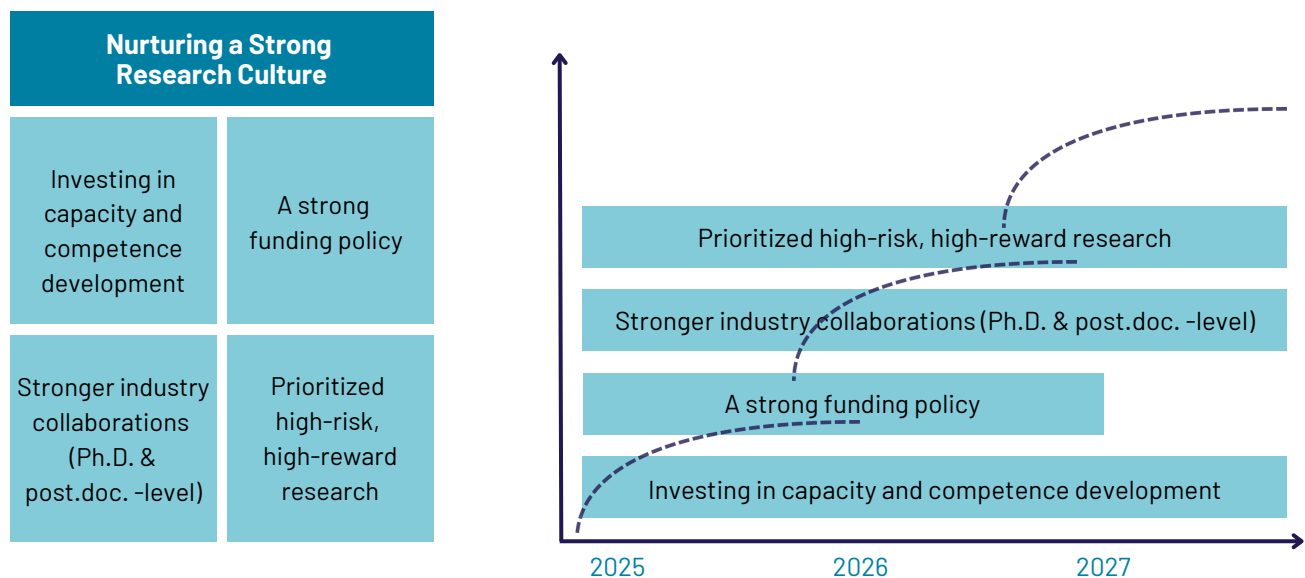
## Nurturing a Strong Research Culture

### Prioritize high-risk, high-reward research

Year to be completed: 2025-2027

AAUBS is the youngest business school in Denmark. So, it comes as a natural part of our vision that we dare to take chances when we believe it makes a positive change. Thus, we find it meaningful to support colleagues who have thought-provoking research ideas that push the boundaries of their research fields within business administration and economy. The multi-faceted real-life challenges we face nowadays urge us to think outside the box, explore new ways, and take chances to identify ground-breaking insights that both constitute and are constituting the New Normal. As high-risks often lead to new learnings and sometimes also to high-rewards, we invest into such ideas and aspirations as we know they almost always lead to personal and organizational joy, fulfillment, and growth.

- Support colleagues who have the potential to be leading within a field
- Seed funding to colleagues who have the potential to attract external funding
- Invest in research projects that are thought-provoking and push the boundaries within business and economy



### Resources & Responsibilities: Strategic priority 3

| Resources       | Overall Responsibility   |
|-----------------|--|
| DKK 3.075.000,- | Management Team, Research Group Leaders, Head of Administration, Project & Funding Team, Study Boards, Study Secretary Team and Study Program Coordinators |