



JÖNKÖPING UNIVERSITY

*Jönköping International  
Business School*

# Strategy 2018-2024

Jönköping International Business School

# STRATEGY 2018-2024

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We are a globally-connected business school anchored in Scandinavian management traditions. Responsibility, diligence and equality define our core values. Our faculty and staff take pride in their profession and remain committed to their colleagues, our students and the school. Our students perceive their learning environment as both stimulating and supporting. Our academic identity draws on research-based knowledge with relevance and applicability at the forefront. We believe in learning from experience, and through cross-fertilization of ideas and skills.



› We cherish our position as one of the most international academic environments in Sweden. Our foreign students and staff are integrated in the Swedish society, at the same time as we offer our academics internationally recognized and valid career trajectories.

› Our financial situation is solid and stable. Our revenues are reinvested into quality improvement measures, development of new pedagogic approaches and new strategic initiatives. We are keen to continue our legacy as The Entrepreneurial School, treasuring the vision of our pioneers.

› By virtue of our standing as one of the leading business schools in Scandinavia, we pledge to pursue ongoing modernization of our higher education, in particular with regard to thematic focus, cross-disciplinary research, a global perspective, and practical applicability of our knowledge and learning.

# INTRODUCTION

**Jönköping International Business School (JIBS)** is one of four independent schools owned by the Jönköping University Foundation (JU). JIBS contributes to realizing the long-term vision of JU, as defined by the JU Foundation Governing Board in February 2013:

*“We build an international university in Jönköping. We attract highly qualified, inventive and enterprising people from all around the world. We contribute to sustainable economic, social and cultural prosperity in the region where we reside, making way for knowledge based innovation and enterprise.”*

Since its inception in 1994, JIBS has developed internationally recognized education and research of the highest standards, spanning three main focus areas: entrepreneurship, ownership and renewal.

In 2015, JIBS became the first business school in Sweden to achieve both EQUIS and AACSB accreditation. These accreditations, and the work associated with them, help us maintain the highest standards and continuously improve.

This document presents JIBS’ goals and strategy for the coming years. Following an overarching mission statement, the framework is organized into five sections covering our main areas of priority:

- (1) educational experience,
- (2) research with impact,
- (3) societal engagement,
- (4) faculty composition, and
- (5) finances.

Each section includes a specification of long-term goals and a medium-term strategy. The long-term goals target the year 2024, which marks JIBS’ 30 years in operation.

The strategy is internally accompanied by a moving one-year action plan revised annually, which is not part of this document.

# JIBS MISSION

JIBS mission is to *“advance the theory and practice of business, with specific focus on entrepreneurship, ownership and renewal”*.

Closely related to the mission are our three guiding principles: Being *international at heart* represents our culture of taking an international perspective on everything we do. Being *entrepreneurial in mind* represents our spirit of being imaginative, passionate, and action-oriented. Being *responsible in action* represents our commitment to being a role model within our industry; conducting research and education with relevance for society and with ethics at the forefront.

These principles cut across our mission and all our activities. They signal the role we wish to play in business, science and society, as educator and as employer, as well as what core values we convey to our stakeholders.

Our education, research, and societal engagement target three main focus areas. The area *entrepreneurship* embraces preconditions for, mechanisms behind, and societal consequences of new business ideas and ventures in existing companies as well as in start-ups. The area *ownership* embraces management and governance in business ventures with the aim of explaining the challenges, characteristics, opportunities, and consequences related to ownership of different kinds. The area *renewal* embraces research on innovation, technological change, as well as social and economic developments.

The mission, focus areas, and guiding principles define the strategic framework of JIBS and are summarized in figure 1. Our strategy to nurture those are outlined in the following five sections.

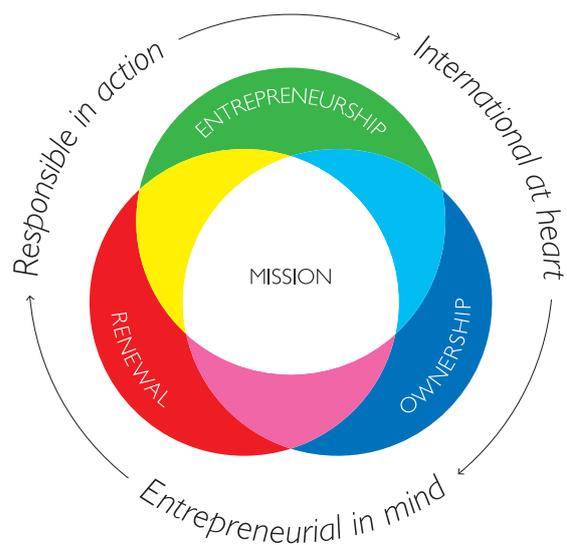


Figure 1 JIBS mission, focus areas and guiding principles

## EDUCATIONAL EXPERIENCE

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We want to provide a stimulating and supporting learning environment. We want our graduates to have a positive influence on the development of existing and new businesses throughout the world. They must have the foresight and the will to see and act on opportunities, leadership skills relevant in culturally diverse settings, a keen awareness of societal and environmental sustainability, and the ability to incorporate new technologies and approaches in business operations.

JIBS offers research-based education infused with Scandinavian traditions in management and social responsibility. International orientation and a collaborative approach dominate our activities. Our learning environment is characterized by an internationally diverse mix of students and faculty, allowing students to get face-to-face contact with business practices through an extensive network of connections with local, regional, and national companies.

### LONG-TERM GOALS

In addition to maintaining our cycle of continuous improvement for student and programme management, our main targets with regard to educational experience are captured in the following long-term goals:

- › By 2024, JIBS' education offerings are perceived as progressive and clearly reflect our strong focus areas of entrepreneurship, ownership and renewal.
- › By 2024, an internship, or other form of placement, is mandatory for all Bachelor and Master level students at JIBS.
- › By 2024, all education at JIBS include specific opportunities to develop each student's identity as a responsible and entrepreneurial leader in an international context.

### MEDIUM-TERM STRATEGY

For the period 2018-2021, the following priorities are made:

- › **Determine a renewed education portfolio, in view of JIBS' focus areas and trends in industry.** We plan for a portfolio that draws on current strongholds in education as well as research, that more clearly makes use of our position as a leading academic milieu in our focus areas, that is relevant for contemporary markets, and that revitalizes our attraction for prospective students. By 2021, a plan for renewal is established and in the first stages of being implemented.
- › **Develop and test an infrastructure for internship and other forms of placement.** We need to identify and test different approaches to placement and identify necessary support/organization to ensure long-term and large scale feasibility. By 2021, a support model is completed, tested and evaluated (based on internship/placement for at least 50 students).
- › **Model the development of JIBS-specific skills for students.** JIBS' guiding principles manifest desired student characteristics. We need to identify ways of systematically facilitating the development of this skillset in students, test approaches, and conclude the necessary support/organization to ensure long-run and large scale feasibility. By 2021, a sustainable model for cultivating JIBS-specific skills in education on all levels has been created and partly implemented.

# RESEARCH WITH IMPACT

In order to further develop our successful trajectory in research, we need to secure a process for the long-term intake, retention, and progression of faculty and students with high academic qualifications and the ambition and ability to contribute to the international research frontier. We must be able to offer research conditions that meet the expectations of such scholars and enable them to thrive.

Future success within our focus areas demands the ability to create an impact in both academia and society. JIBS researchers must be able to communicate their research through many different channels, reaching beyond the academic community into society at large. Sharper identification of meaningful research problems and collaborations with business are essential to ensure we advance our research profile and increase our impact on business practice and governmental policy making. An integrated local, national and global perspective and scope must guide us in this respect.



## LONG-TERM GOALS

Our main targets with regard to research with impact are captured in the following long-term goals:

- › By 2024, JIBS' research environment is characterized by disciplinary-spanning research centres. Our research is evaluated as excellent both in terms of scientific quality and societal relevance.
- › By 2024, all faculty at JIBS have the opportunity to engage in research at a minimum of 50% of their time, perform accordingly, and take active part in research, education and other scholarly activities together with the surrounding society.
- › By 2024, JIBS has a well-established visiting professor programme that attracts incoming scholars and a purposeful sabbatical programme for outgoing faculty. All our researchers are part of such a programme.

## MEDIUM-TERM STRATEGY

For the period 2018-2021, the following priorities are made:

- › **Strengthen research performance.** Each researcher with a PhD degree should have at least one article accepted for publication in a 3, 4 or 4\* ranked ABS journal – or equivalent – within the four-year period. We organize regular mentoring sessions, workshops and a premium reward scheme. An output-based qualification scheme guides the distribution of research time among individual scholars. By 2021 all faculty is expected to qualify for at least 30% internally-funded research time.
- › **Increase international research collaboration.** We establish strategic research collaborations with world-leading research groups and/or excellence centers, primarily through our research centers. Examples of collaboration include co-authored publications (ABS-listed journal of category 3 and above), joint PhD candidate supervision, JIBS hosted international symposia, and expert advisory boards. Each researcher with a PhD shall be involved in at least one such research collaboration. We facilitate this goal by actively using our memberships in and accreditations by EFMD and AACSB to build our research collaborations, emphasizing especially having senior scholars include junior scholars in their networks.
- › **Increase and broaden the scope of international mobility of our researchers.** Our visiting professor programme and our sabbatical programme are being designed and implemented. This effort includes a revitalised marketing strategy in which we utilise our accreditations and our research excellence in our focus areas. The first research programme within the Entrepreneurship and Innovation for Development (EID) cooperation we have with universities in East Africa is being initiated in the coming four-year period, which contributes to strengthening the position of African universities in our network, in addition to already established partners in Europe, Asia and North America.

## SOCIETAL ENGAGEMENT

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Our aim is to be receptive and responsive to the needs and demands arising in society. Good research and education in the field of business studies should be characterized by both scientific quality and societal relevance. To enable societal engagement – locally, nationally, and internationally – we encourage interaction with external stakeholders, and facilitate the development of long-lasting relationships with actors in the private, public, and third sector of voluntary and community sectors in Sweden and abroad.

JIBS faculty includes world-renowned experts in our profile areas. In sharing this expertise with a broad audience, we also achieve further precision and quality in our efforts. The basic rationale for working systematically with societal engagement is thus based on the premise that it makes us more capable of actively contributing to the development of a better society.



### LONG-TERM GOALS

Our main targets with regard to societal engagement are captured in the following long-term goals:

- › By 2024, all researchers at JIBS perceive interaction with society as an integrated part of their job, and act accordingly. We increase the applicability of our education and research into the public sphere.
- › By 2024, JIBS has an open-door strategy and actively encourages all staff members to be accessible, receptive, and proactive in engaging with experts, interest groups, policy makers and private citizens in learning activities connected to their academic expertise.
- › By 2024, JIBS defines itself as a hub for lifelong learning and has developed measures to assess its performance in this regard. Our societal engagement and impact is recognized locally, nationally and internationally.

### MEDIUM-TERM STRATEGY

For the period 2018-2021, the following priorities are made:

- › **Encourage faculty members to interact within and beyond the scientific community.** By drawing attention to and promoting our research and education, we contribute to knowledge diffusion and capacity-building in society whilst increasing our receptiveness and responsiveness to societal needs. By 2021, all faculty shall be able to declare a yearly contribution to this goal, and be rewarded for their efforts and achievements.
- › **Build strong corporate connections through formal partnerships.** By engaging with companies and organizations in the region and beyond, we ensure inflow of practice experiences and capacity, as well as socially beneficial utilization of our research and education efforts. During the coming four years, we sharpen our routines with transparent performance criteria for evaluating our partnerships. By 2021 we have expanded our corporate network and started to offer tailor-made executive educations to companies with which we have long-term relations, largely drawing on the expertise held within our centres.
- › **Network with the professional communities.** JIBS is a prominent asset in the Swedish and international community of business schools. Opportunities created by the double accreditation are used to strengthen this further. This effort includes a revitalised marketing strategy in which we make fuller use of our reputation. By 2021 we become one of the most sought-after schools for advice and academic services commissioned by both private and public sector actors in Sweden.

# FACULTY COMPOSITION AND ORGANIZATION

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The future will see new scientific disciplines emerge, and new types of competences enter into the world of business schools. We strive to be agile in adapting to such changes, by providing competence development for our staff and by being open to alternative pathways to quality education. As an attractive and responsible employer, our procedures are compatible with the international academic labour market. Our research centres are important contributors to our activities within our focus areas, stimulating cross-disciplinarity in both education and research.

Our strong focus areas and the fact that we have a different regulatory framework compared to the state-owned universities in Sweden increase our potential to employ staff with experience from leading positions in business and society. We exploit this opportunity further through various forms of mixed-career positions in which experience from outside the academic community are acknowledged and utilized.

## LONG-TERM GOALS

Our main targets with regard to faculty composition and organization are captured in the following long-term goals:

- › By 2024, JIBS has faculty members with diverse disciplinary backgrounds and with experience from business practice in our focus areas. Faculty is linked to thematic centres which serve as comprehensive knowledge platforms enriching our education, research and societal engagement.
- › By 2024, JIBS has an established tenure track system that follows international standards for career trajectories. Performance of faculty is systematically evaluated on both individual and institutional levels, and we benchmark ourselves against other internationally-leading business schools.
- › By 2024, JIBS has established efficient and transparent routines and a code of conduct embedded in the daily life of our faculty, including an ethics committee, effective routines for securing equality and equal opportunities, as well as social and environmental sustainability.

## MEDIUM-TERM STRATEGY

For the period 2018-2021, the following priorities are made:

- › **Recruit new faculty members.** JIBS will grow with at least 11 new FTE on the level of assistant, associate, and full professor to maintain our quality in education and to allow for improved quality and impact in research. To attract the strongest candidates and allow them to build a solid platform in the Swedish academic community, we provide supportive conditions with regard to internally-funded research time and resources in the first years of employment. By 2021 we have reached a size of 120 FTE.
- › **Allocate more resources to our thematic centres.** Sharpening the research and education profile by carefully selecting thematic areas of priority is vital to obtain an academic environment characterized by excellence and quality. To facilitate such development, an increasing part of JIBS' resources is directed to our three disciplinary-spanning centres. By 2021, the three centres should be fully integrated in a comprehensive strategy for research, education and societal engagement at JIBS, drawing on – and leveraging – the expertise held within these centres.
- › **Initiate competence development and career advice.** Mentorship initiatives and investments in competence development, leadership development, and career advice, targeting new employees and junior faculty members, foster long-term viability of the school and make us less dependent on a few scholars. To foster such development, we initiate a range of career development initiatives departing from the expertise held within our three centres. By 2021, all faculty members at JIBS are involved in those initiatives.

## FINANCES

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To maintain quality and boost critical volume in education, research and societal engagement, we must identify additional streams of revenue. Tuition fees from non-European students have been one important alternative source of funding since 2011. While this will remain and gradually develop into a stable stream of revenue, there is an imminent need to broaden the scope of funding.

Drawing on our orientation towards practice relevance and societal embeddedness, we will further explore the possibilities of acquiring donations and private investments. At the same time, we will continue to professionalize our efforts to acquire grants from various funding agencies, not least by promoting sharing of experiences and skills with regard to earning capacity from senior to junior scholars, through mentorships and other organized activities.



### LONG-TERM GOALS

Our ambitions with regard to finances are captured in the following long-term goals:

- › By 2024, JIBS has decreased the dependence on governmental funding by having sustained revenue streams from various types of tuition and commissioned education, external grants, donations, and private investments, representing more than 50 % of total turnover.
- › By 2024, JIBS alumni and external stakeholders are active partners in fundraising activities, largely drawing on the expertise held in our centres.
- › By 2024, the success rate for grant application and fund-raising initiatives has increased significantly (measured as the total number of successful attempts per faculty member). The vast majority of JIBS' faculty are actively engaged in these activities.

### MEDIUM-TERM STRATEGY

For the period 2018-2021, the following priorities are made:

- › **Expand and further professionalise fee-paying student recruitment.** To maintain the positive upwards arc of fee-paying students, we establish routines for systematic evaluation of incoming students' performances and of our own recruitment processes. The work includes a review of our agents' performances, thorough selection processes at the stage of recruitment, streamlined routines for our interaction with the Swedish migration office, and a revitalized communication strategy in which our accreditations are used to their full potential to attract fee-paying students.
- › **Apply to new and alternative funding agencies.** We will build up institutional routines for systematically monitoring available funding opportunities, making sure that deadlines are met and applications handled efficiently, evaluating the outcome of our applications, and making use of these evaluations for continuous improvement. In addition, we establish novel ways of working with fundings that involve a range of new stakeholders, largely drawing on the expertise held within our centres. The work improves the success rate of applications and generates further learning experiences.
- › **Encourage earning capacity among all staff members.** An increased range of activities supporting junior scholars in applying for external funding will be initiated in the coming four years. The main principles underpinning these initiatives is to use the experience and competence of senior scholars in collegial learning processes, and to nurture long-term relationships with external stakeholders. An essential part of such efforts is systematic evaluation of performance (i.e. active learning from success and failures).