



Bestyrelsen

Solbjerg Plads 3
DK-2000 Frederiksberg

Tel: +45 · 3815 3815
Fax: +45 · 3815 2015
www.cbs.dk

Referat CBS bestyrelsesmøde d. 30. august

26. september 2010

Til stede: Direktør Anders Knutsen, landechef Peter Schütze, vice president Klaus Hølse Andersen, direktør Eva Berneke, direktør Lisbet Thyge Frandsen, sekretariatsleder Patrick Gram, professor Kristian Kreiner, professor Thomas Plenborg, studerende Christian Refshauge, og studerende Henrik Thorn.

AJP

Anders Jonas Rønn
Pedersen
AC-Fuldmægtig
Dir. tf.: 3815 2036
Mobil: 2479 4419
ajp.ls@cbs.dk

Rektor Johan Roos, forskningsdekan Alan Irwin, undervisningsdekan Jan Molin, universitetsdirektør Hakon Iversen og ac-fuldmægtig Anders Jonas Rønn Pedersen (sekretær).

Direktør Peter Gorm Hansen blev uforvarende forhindret i at deltage i mødet pga. et svigt et CBS' adgangskontrol.

1. Godkendelse af dagsorden og referat af tidligere møder (beslutning)

Efter ønske fra formanden blev et nyt punkt 1A tilføjet dagsorden: "Konklusioner fra seminaret". Med dette blev dagsordenen godkendt.

Bestyrelsen underskrev referatet fra mødet d. 18. juni.

1A: Konklusioner fra seminaret

Bestyrelsen godkendte 4 forandringsinitiativer (transformational initiatives), og gav sin opbakning til initiativerne til at skabe en excellent forretningsinfrastruktur. Bestyrelsens godkendelse var dog betinget af, at der også i de kommende år budgetteres med et balancebudget. Bestyrelsen betingede sig ligeledes retten til at forkaste et initiativ, hvis omkostningen hertil ikke står mål med det forventede afkast. Disse forhold vil på opfordring fra direktionen først blive afklaret på bestyrelsens møde d. 25. oktober.

Det første forandringsinitiativ omhandler lanceringen af en portefølje af tværfaglige forsknings- og uddannelsesaktiviteter på tværs af CBS - såkaldte *Business in Society Platforms*, der skal adressere væsentlige samfundsmæssige problemstillinger.

Bestyrelsen fandt det vigtigt, at de forskellige forskningsmiljøer på tværs af CBS kan genfinde sig i de foreslåede initiale BiS platforme, og at der i den videre bearbejdning af disse initiativer bliver taget højde for, at BiS platformene skal bygge på den forskning der foregår på CBS – på tværs af fagmiljøer.

Det andet forandringsinitiativ handler om at sætte en ny retning for uddannelse på CBS, der sætter samfundsmæssige behov i fokus. På bachelorniveau skal der større fokus på at kvalificere dimittender til et første job (uden kandidatuddannelse). Ligeledes skal der større fokus på at understøtte undervisningen med ny teknologi.

På kandidatniveau skal porteføljen af uddannelser trimmes med fokus på at færre og mere attraktive uddannelser, der også kan tiltrække dygtige udenlandske studerende.

På Ph.d.-niveau er det målsætningen, at CBS' ph.d.-studerende efter endt uddannelse opnår ansættelse på anerkendte udenlandske universiteter, samt nyder en større anerkendelse i erhvervslivet. Andelen af erhvervs-ph.d.'er skal øges.

For CBS' executive education er målsætningen, at betjene regionens største internationale virksomheder, samt at blive den danske offentlige sektors foretrukne partner i efteruddannelse.

Det tredje forandringsinitiativ handler om at indgå to fokuserede strategiske alliancer – én i nordamerika, og én i asien. Alliancerne skal åbne muligheder for både studerende, forskere og administrativt personale og være centreret omkring konkrete projekter.

Det fjerde forandringsinitiativ skal sætte nye principper for den akademiske organisation på CBS. I første omgang betyder det, at "fritstående" centre lægges ind i linjestrukturen (dvs. under institutter) og at der ansættes en ny dekan for akademisk udvikling.

Projektet med at skabe en excellent forretningsinfrastruktur skal reformere de administrative processer, systemer og strukturer på CBS for at skabe større effektivitet og bedre kvalitet for administrationens brugere, og for at gøre CBS til en mere attraktiv arbejdsplads.

Bestyrelsen bad samtidig direktionen udarbejde en tekst, der i større detaljer forklarer den nye strategi og initiativerne heri. Teksten er vedlagt dette referat som bilag (CBS' new strategy – "Business in Society").

2. Problemer i forbindelse med optagelse af studerende via digital ansøgningsproces (drøftelse)

Formanden opridsede kort den situation med afviste digitale ansøgninger, der var opstået på grund af nogle gymnasiers manglende indrapportering af eksamensbeviser. Enkelte ansøgere var således blevet afvist fordi deres eksamensbevis ikke var vedhæftet den digitale ansøgning. Formanden gav samtidig udtryk for sin utilfredshed med CBS' håndtering af situationen, der var endt med, at CBS blev påbudt af ministeriet at tilbyde optagelse til ca. 25 ansøgere, der oprindeligt var blevet afvist.

3. CBS Ledelsesinformation: Årets ansøgningstal til CBS' bacheloruddannelser (orientering)

Bestyrelsen tog analysen af ansøgningstallene til efterretning.

4. Orientering fra formandens møde med videnskabsministeren (orientering)

Formanden orienterede kort om sit nylige møde med videnskabsministeren. Emnerne for formandens og ministerens samtale var blandt andet: Nyt koncept for udviklingskontrakter fra 2012, selvsupplering og governance i den kommende revision af universitetsloven, undervisningskvalitet, optagelse, og digitalisering. Ministeren havde ligeledes bemærket, at det undrede hende at CBS – som business skole – tilsyneladende havde relativt høje omkostninger til administration.

5. Orientering om udviklingskontrakt 2011 (orientering)

Bestyrelsen tog den foreslåede proces for udarbejdelse af udviklingskontrakt 2011 til efterretning.

6. Orientering om status CBS-SIMI (orientering)

Formanden orienterede om status på fusionen mellem SIMI og HHE.

Bestyrelsen tog orienteringen til efterretning.

7. Finanslovsforslag 2011 (orientering)

Universitetsdirektøren orienterede om regeringens finanslovsforslag 2011. Den annoncerede administrationsbesparelse på universiteterne i årene 2012 og fremover er ikke udmøntet endnu. Derudover består den største finansielle risiko for CBS i usikkerheden om det forhøjede taksameters videreførsel efter 2012.

Bestyrelsen tog orienteringen til efterretning.

8. Evt.

Rektor orienterede om det kommende besøg af regeringens vækstforum.

Formanden orienterede om det kommende evalueringsbesøg fra akkrediteringsinstitutionen EQUIS, der skal reakkreditere CBS og opfordrede bestyrelsesmedlemmerne til at deltage i evalueringsbesøget.

CBS' new strategy – "Business in Society"

Introduction

August 30th 2010 the Leadership Team proposed a new strategy to the CBS Board, "Business in Society". In sum, CBS will remain a broad business university where there is room for many disciplines to contribute to building academic knowledge, managerial skills and entrepreneurial talent that impact organisations and business. With the new strategy education and research in CBS are of equal importance. Rather than the previous emphasis on internationalization as such, the new strategy stresses the important role CBS play in the Copenhagen Metropolitan Region and that our local, Scandinavian distinctiveness is the basis for where and how we engage globally. The aspirations formulated in our Manifesto, the expectations from our salient stakeholders and our five Guiding Principles form the basis of the CBS Strategy Map, which serves to help us make the right decisions about what to do, and not to do. Four themes within the strategy map provide direction and our business infrastructure, people development and financial situation are prerequisites for succeeding.

Decisions

The Leadership Team presented five transformational initiatives to the board.

1. BiS Platforms
2. A new direction for education
3. Strategic alliances
4. New principles for the academic organisation
5. Creating excellent business infrastructure

The board approved initiatives 1-4 and supported the initiatives proposed in initiative 5 as outlined below.

2. Business-in-Society Platforms (BiS Platforms)

We will launch a portfolio of CBS-wide, interdisciplinary research and education collaborative activities that address intellectually challenging and important problems for business and society. BiS Platforms will be selected based on their potential to:

- Contribute to economic development for business and organisations in the Copenhagen Metropolitan Region

- Attract genuine and deep engagement from the private and public sectors
- Attract our own faculty from across disciplines
- Attract scholars from reputable universities and business schools
- Develop research with global recognition
- Create next generation knowledge and skills for business
- Enhance existing and develop new study programmes with global attractiveness

Leadership Team appoints a senior Academic Champion, who will be responsible and accountable for developing the problem formulation and the research question, developing and managing the BiS Platform as a project, cultivating linkages with private and public organizations and other academic institutions, and for delivering results (e.g., impact on academic discourse, education, organisational practice and public debate/policy). The Champion will work with faculty from across disciplines at CBS and elsewhere and also engage (erhvervs) PhDs. Each BiS Platform will have a five-year life-span, then be dissolved or become a new academic entity within CBS. Impact criteria will be evaluated every 6 months. The BiS Platforms will be an investment for CBS, but primarily be funded by external sources.

The BiS Platforms will transcend traditional scholarship by setting the agenda through public hearings and bridging with other sciences and delivering ideas and solutions for policy and business challenges whilst stimulating entrepreneurship and intrapreneurship. The BiS Platforms will be an important way for CBS to be dedicated to relevance, create distinctiveness, develop excellence and show imagination in scholarship, and build a stronger CBS.

The first three BiS Platforms will focus on rejuvenating economic growth by means of innovation, productivity increase, leadership and/or entrepreneurship in the areas of sustainable technology, design thinking and/or private-public partnerships. The Academic Champion in collaboration with Leadership Team and other interested parties will develop the details.

2. A new direction for education

On the **Bachelor** level we will emphasise the importance of qualifying bachelor students for their first jobs, which means that they need basic business knowledge and skills and be able to speak the language of business. In line with this we will prototype a new category of “integrated” bachelor programmes collaboration with companies. Moreover we will develop and institutionalise ICT/virtual learning capabilities and we will extend our global

engagement by developing programmes with appropriate institutions abroad. We will also continue to trim the portfolio of study programmes.

On the **Master** level we will reduce the diversity of the programme portfolio and aim to have some ranked high, which will help us attract a much higher share of qualified international students (17% today).

On the **PhD** level our aim is to place PhD graduates at recognized peer universities worldwide and be more recognized by business for high-quality, problem-driven scholarship. Finally, we wish to increase the number of “Erhvervs PhDs”.

Within **Executive Education** our aim is to serve all major multinational corporations in our region and to become the preferred partner of the Danish public sector. We will seek to develop and deliver programs with global partners and we will transcend the boundaries of traditional executive education with, for instance, an Executive Doctorate program. Finally, we will develop our life-long learning also through strong alumni relations.

3. Strategic alliances

To enhance our global mindset, accelerate BiS Platforms and provide opportunities to students, faculty and administrative staff we will build multi-level alliances around concrete projects (e.g., BiS Platforms, ICT/virtual learning, exchange programmes, best practice sharing) with an institution in North America and Asia respectively. An alliance partner will be located in a comparable metropolitan region and demonstrate willingness and eagerness to connect on several levels. We are currently in contact with a business school in Canada and one in Singapore and discussions will now be accelerated.

4. New principles for the academic organization

The principles for the academic organization at CBS acknowledge the current matrix structure, but we will operate with fewer units to ensure clear lines of responsibility. The organisation should encourage both thriving disciplinary communities and BiS Platforms and strengthen the dialogue between the Leadership Team and Heads of Departments.

Following these principles free-standing centres will be brought into the line structure and departmental status granted to large centres as appropriate. We will also encourage clustering of departments where appropriate and we will reduce the number of study boards. Discussions will start now and we will present a plan for structural changes to the board in October.

We will create a new Dean position (“Dean of Academic Development”) to assume responsibility for managing and cultivating the portfolio of BiS Platforms, CBS-wide stakeholder relations (e.g., corporate partnerships, CBS Alumni), driving CBS-wide fundraising campaigns, strategic alliances and for implementing Principles for Responsible Management Education and Equal Opportunities. The new member of the Leadership Team will also become responsible for a new combined assessment of education and research contribution and impact.

5. Creating excellent business infrastructure

We will reform the administrative processes, systems and structure at CBS with the purpose of increasing efficiency and quality of services and improving the attractiveness of CBS as a workplace as presented by the University Director.

In October the Leadership Team will present a more elaborate strategy document as well as the structural and financial implications of the strategy. As a precondition the board has stated that the strategy must be kept within current budgetary limits.