

1. GODKENDELSE AF DAGSORDEN OG REFERAT - BESLUTNING

a. Godkendelse af dagsorden

Punkt 7 – Bestyrelsens egen tid – afholdes for lukkede døre, uden deltagelse af direktionen. Der er derudover ingen lukkede punkter på dagsordenen.

Det indstilles:

- at bestyrelsen godkender dagsordenen

Bilag:

1.1 Forslag til dagsorden

1.2 Bilagsoversigt

b. Godkendelse af referat

Der er udelukkende foretaget sproglige-/korrekturrettelser i det endelige referat af bestyrelsesmødet d. 27. juni ift. det først udsendte udkast.

Det indstilles:

- at bestyrelsen underskriver referatet på mødet

Bilag:

1.3 Referat CBS bestyrelsesmøde 27. juni 2016

Emner på kommende bestyrelsesseminar d. 12-13. oktober 2016:

Se bilag 6.1.

Møde i CBS bestyrelsen / 31. august 2016

Forslag til dagsorden – B4 31. august

230816

1.	Godkendelse af dagsorden og referater – beslutning	13.00-
a.	Godkendelse af dagsorden	13.05
b.	Godkendelse af referat	
2.	Strategirevision – drøftelse	13.05- 15.05
3.	CBS' økonomi - beslutning	15.20-
a.	Budgetopfølgning	15.40
b.	Orientering om regeringens finanslovsforslag	
4.	Det politiske landsskab - orientering	15.40-
a.	Opfølgning på national akkreditering	16.00
b.	Styringseftersyn og bevillingsreform	
5.	Institutsammenlægning – orientering	16.00- 16.20
6.	Meddelelser fra formand og direktion, samt eventuelt	16.20-
a.	Orienteringer fra formanden	16.45
b.	Orienteringer fra rektor og direktion	
c.	Bestyrelsens seminar oktober 2016	
d.	Sommerens optag	
e.	Introforløb	
f.	Oprettelse og nedlæggelse af uddannelser	
g.	Aktivitetsrapport	
7.	Bestyrelsens egen tid - drøftelse	16.45- 17.00

Bilagsoversigt

230816

- 1.1 Forslag til dagsorden
- 1.2 Bilagsoversigt
- 1.3 Referat CBS bestyrelsesmøde 27. juni 2016

- 2.1 Process and schedule for CBS strategy revision 2015-2017
- 2.2 Strategy 2017: Draft with comments

- 3.1 Budget 2016 – Financial Statement – July

- 4.1 Brev fra Akkrediteringsrådet til Styrelsen for Videregående Uddannelser vedr. forskningsbaseret af CBS' uddannelser

- 5.1 Merger of ICM and IBC

- 6.1 Bestyrelsens seminar d. 12.-13. oktober 2016, Bernstorff Slot
- 6.2 Optag 2015
- 6.3 Initiativer vedr. Intro på CBS
- 6.4 Suggestions for establishment and discontinuation of programmes
- 6.5 Aktivitetsrapport, august 2016

- 7 Ingen bilag

Bestyrelsen

13. august 2016

Copenhagen Business School
Ledelsessekretariatet
Kilevej 14
2000 Frederiksberg

Anders Jonas Rønn Pedersen

REFERAT CBS BESTYRELSESMØDE 27. JUNI 2016

Tilstede: Formand Karsten Dybvad, Næstformand Lisbet Thyge Frandsen, Andreas Kristian Gjede, Arvid Hallén, Alfred Josefsen, David Lando, Mette Morsing, Kristian Mols Rasmussen, Michael Rasmussen, Jakob Ravn.

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Afbud: Mette Vestergaard.

Direktionen: Rektor Per Holten-Andersen, forskningsdekan Peter Møllgaard, uddannelsesdekan Jan Molin, konstitueret universitetsdirektør Kirsten Winther Jørgensen.

Sekretariat: Anders Jonas Rønn Pedersen og Martin Kramer-Jørgensen.

1. Godkendelse af dagsorden og referater – beslutning

Formanden indledte mødet med at annoncere, at bestyrelsen efter skriftlig behandling af indstilling fra rektor har valgt at ansætte Kirsten Winther Jørgensen som ny universitetsdirektør.

a. Godkendelse af dagsorden

Bestyrelsen godkendte dagsordenen.

b. Godkendelse af referater

Bestyrelsen godkendte referatet fra bestyrelsesmødet d. 27. april 2016, og underskrev det på mødet.

2. Forskningsredegørelse – drøftelse

Forskningsdekanen præsenterede årets forskningsredegørelse, og fremhævede følgende punkter fra redegørelsen vedrørende den fremtidige retning for CBS' forskning:

- Rammen for CBS' forskningsvirksomhed er CBS' strategi, Business in Society med den opdaterede vision om også at udfordre forretningslivet og samfundet
- Mere fokus på interaktion mellem forskningen og samfundet gennem "CBS Partnerships". Forskningen skal (også) give relevant

viden til samfundet og samfundet skal give relevant viden til forskningen. Samtidig skal fokus på CBS Partnerships øge andelen af midler fra private kilder (fonde, virksomheder).

- Integrativ tænkning er et nøglebegreb. Integrativ tænkning kræver interdisciplinaritet, der igen bygger på stærke (disciplinære) forskningsmiljøer.
- Øget fokus på teamwork som en forudsætning for interdisciplinaritet og som en forudsætning for at udlæse synergier mellem disciplinerne
- For at fastholde og udvikle stærke fagmiljøer skal følgende parametre tages i betragtning:
 - Balancen mellem rekruttering og fastholdelse
 - Udvikling af talenter, akademisk pipeline
 - REEAD modellen (Research, Education, External funding, Academic citizenship & leadership, Dissemination)
 - Institutstrategier
 - Udviklingsaktiviteter; mentoring-ordninger og udviklingsprogrammer for hhv. adjunkter, lektorer og professorer

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Bestyrelsen drøftede herefter rapporten. Bestyrelsen udtrykte ros til rapporten, herunder at den artikulerede ideer om den fremtidige retning for forskningen på CBS. Bestyrelsen støttede særligt op om det øgede fokus på talentudvikling og den akademiske pipeline, samt øget fokus på at kunne illustrere impact af CBS' forskning.

Bestyrelsen fandt at rapporten kunne styrkes på en række områder. Herunder en bedre beskrivelse af stærk faglighed (excellence) som den afgørende basis for forskningsaktiviteter. Også en bedre beskrivelse af hvorledes forskningsintegriteten opretholdes efterhånden som forskningsfinansieringskilderne ændres kunne styrke rapporten. Og endelig fandt bestyrelsen at rapporten kunne være skarpere på at beskrive svagheder og udfordringer.

Således adspurgt af bestyrelsen fortalte forskningsdekanen, at han anså følgende 4 områder som de største udfordringer:

- 1) PhD-området (relativt få PhDere som konsekvens af manglende finansiering og en dyr PhD-uddannelse internationalt set)
- 2) Rekruttering og fastholdelse i lyset af en stram økonomi og opbremsning i vækst
- 3) Fagmiljøer, der ikke er stærke nok
- 4) Pipeline og køndiversitet

Afslutningsvis konkludere bestyrelsen, at særligt PhD-området og den akademiske pipeline var to emner bestyrelsen gerne ville vende tilbage til ved kommende møder.

3. CBS økonomi – beslutning

Universitetsdirektøren præsenterede budgetopfølgningen med fokus på de overordnede udviklinger.

På indkomstsiden var det positivt, at CBS fortsat oplever en stigning i ekstern finansiering af forskning, men for de statslige forskningsbevillinger og øvrige indtægter forventes et mindre fald fremover, hvilket netto giver lidt færre indtægter.

STÅ-prognosen fra M3-budgetopfølgningen fastholdes, men STÅ-produktion og fremdrift er et særligt opmærksomhedspunkt fremadrettet. Vi ser i disse år markante ændringer i studieadfærd – de studerende gør sig hurtigere færdige, hvilket medfører en hurtigere produktion af STÅ. Adfærdsåndringen kan ikke kun forklares med fremdriftsreformen, da den har været i kraft i kort tid, andre samfundstendenser må også spille ind.

Som et paradoks stiger den gennemsnitlige studie gennemførelsestid på trods af en generelt hurtigere produktion af STÅ. CBS forventer derfor ikke at opnå fremdriftsbonus i år, og formentlig heller ikke næste år. Dette skyldes, at mange studerende, der har været længe undervejs færdiggør deres studier i disse år (effekt af fremdriftsreform) og dermed tæller ind med en høj studie gennemførelsestid, der ”trækker” gennemsnittet op. Denne effekt forventes, at aftage de kommende år, hvorefter den gennemsnitlige studie gennemførelsestid må forventes at falde, og CBS vil opnå fremdriftsbonus, på det tidspunkt hvor fremdriftsbonuspuljen for CBS er maximal.

Ved fremlæggelsen af flerårsbudgettet på bestyrelsens oktoberseminar vil ledelsen fremlægge analyser/scenarier af STÅ-udviklingen og studenteradfærden.

På omkostningssiden var der især to forhold, der påkaldte sig opmærksomhed: udviklingen i TAP-løn og ikke-budgetterede investeringer som følge af bestyrelsens plan for økonomisk balance i 2019 (investeringspulje udenfor budget).

TAP-lønnen forventes at stige med 8 mio. kr. siden M3 budgetopfølgningen (og 10 mio. kr. siden primobudgettet). Forbruget er primært sket på områder, der skal understøtte undervisning og studiemiljø.

Derudover forventes det, at der udmøntes i alt 7 mio. kr. fra investeringspuljen i 2016. Det er i forbindelse med planen for økonomisk balance 2016 aftalt med bestyrelsen at op til 15 mio. kr. (udenfor budget/træk på egenkapitalen) frem til 2019 kan avendes til investeringer, der skal resultere i øgede indtægter. De 7 mio. kr. der investeres i år bliver alle brugt på TAP, der skal understøtte forbedret studiefremdrift, øgede indtægter på efter- og videreuddannelsesområdet, karrierevejledning og den nye satsning på etablering af CBS Erhverv.

Investeringerne inkorporeres i budgetopfølgningerne, således at ledelsen og bestyrelsen kan følge investeringerne. Daglig ledelse er samtidig meget opmærksom på udviklingen i TAP-løn.

Bestyrelsen godkendte budgetopfølgningen.

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4. Opfølgning på strategiseminar 6. juni 2016 – drøftelse

Rektor indledte med sine egne observationer fra strategiseminarer med eksterne gæster, der blev afholdt d. 6. juni. Først og fremmest fandt rektor, at paneldebatterne fyldte for meget, og at der var for lidt involvering/aktivering af deltagerne. I forhold til indholdet i debatterne var det i debatten om uddannelsesporteføljen at de mest kontante udmeldinger kom. Rektor var langt henad vejen enig i Lars Goldsmiths pointe om at alle CBS uddannelser bør have en erhvervsøkonomisk kerneprofil. Derimod var han ikke enig med Christian Nissens pointe om, at der er for mange uddannelsesspor i uddannelsesporteføljen.

Bestyrelsen kommenterede til dette, at ideen om at invitere omverdenen til at kommentere på CBS' strategi var god, men at formålet og udbyttet af seminarer forekom uklart. Hvis ideen skal gentages skal der være et strammere fokus på mere enkle spørgsmål.

Herefter drøftede bestyrelsen den videre strategiproces. Rektor pointerede, at selvom der umiddelbart var lagt op til en godkendelse af strategien på mødet d. 31. august ville dette møde ikke være sidste gang bestyrelsen beskæftiger sig med strategien. Planen er, at bestyrelsen ved efterfølgende møder dykker ned i de tre indsatsområder bl.a. med henblik på udmøntning i konkrete handlingsplaner.

Bestyrelsen fandt at der umiddelbart var lagt op til en lidt for hurtig proces med for lille inddragelse af bestyrelsen og ønskede ikke at lægge sig fast på en godkendelse af strategien allerede 31. august. Dette skyldes blandt andet at der er mange nye medlemmer i bestyrelsen, der ikke har været involveret i strategiprocesen fra start, og derfor har brug for grundigere drøftelser for at få strategien ind under huden. Ligeledes var der flere bestyrelsesmedlemmer, der havde konkrete bemærkninger og ønsker til det foreliggende strategimateriale.

Bestyrelsen udtrykte samtidig forståelse for at daglig ledelse ved mødet d. 31. august havde behov for en klar retning for det videre arbejde med strategien, således at strategiprocesen ikke trak unødigt ud og en ny strategi kunne være klar til 2017.

Bestyrelsen konkluderede, at der til mødet d. 31. august ville være behov for – udover et opdateret og kondenseret strategidokument – et overblik over processen og beslutningerne siden starten af processen, samt den fremadrettede proces. Formandsskabet vil sammen med daglig ledelse påtage sig at tilrettelægge den videre proces i bestyrelsen.

5. Meddelelser fra formand og direktion, samt eventuelt

Mundtlige orienteringer:

Rekrutteringer:

- Rektor orienterede om at der var truffet beslutning om ansættelse af direktør for CBS Erhverv. Vedkommende starter 1. august. Bestyrelsen er tidligere orienteret skriftligt om dette.

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- Forskningsdekanen orienterede om, at de to vakante institutlederstillinger (Økonomisk Institut samt Institut for Regnskab og Revision) netop var besat.

National akkreditering:

- Uddannelsesdekanen orienterede om, at CBS endnu ikke havde fået meddelelse om akkrediteringsrådets afgørelse fra deres møde d. 22. juni (red: CBS modtog kort efter bestyrelsesmødet akkrediteringsrådets afgørelse som var en positiv institutionsakkreditering).

Det politiske landskab, rektor kunne fortælle følgende:

- at rektorkollegiet i øjeblikket har stærk fokus på at tilvejebringe analyser, der kan påvise værdien af forskning og forskningsbaseret uddannelse. Herunder har Professor Anders Sørensen fra CBS stået i spidsen for en analyse bestilt af rektorkollegiet. Denne kan præsenteres for bestyrelsen ved en passende lejlighed.
- at der er politisk opbakning til et etablere en erhvervskandidatordning. Forligskredsen vil i den kommende folketingssamling drøfte, hvorledes den skal udmøntes.
- at rektor havde haft foretræde for folketingets forsknings- og uddannelsesudvalg med fokus på CBS' finansieringssituation.
- at der på nuværende tidspunkt ikke var meget kendt om indholdet af taxameterreform og det igangsatte styringseftersyn
- at rektor havde deltaget i en række debatter på Folkemødet bl.a. om SU, specialeproces i lyset af fremdriftsreform, kønsdiversitet i forskningen og forskningens værdi for samfundet.

Skriftlige orienteringer:

Bestyrelsen tog de skriftlige orienteringer til efterretning.

6. Bestyrelsens egen tid

Daglig ledelse forlod mødet.

Der tages ikke referat af bestyrelsens drøftelser under dette punkt, dog refereres bestyrelsens beslutninger.

Bestyrelsen besluttede at afvente det igangsatte styringseftersyn før der træffes beslutning om udpegning og evt. udvidelse af bestyrelsen indstillingsorgan.

7. Campus: besøg på Student Innovation House

Bestyrelsen afsluttede mødet og gik til den gamle politistation på Howitzvej, hvor styregruppen for fundraising og udvikling af et Student Innovation House på politistationen viste rundt og præsenterede visionerne for huset.

Kommende møder:

Onsdag d. 31. august 2016 kl 13-17

Onsdag d. 12. oktober kl 12 til torsdag d. 13. oktober kl 13, bestyrelsesseminar 2016

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Torsdag d. 15. december 2016 kl 13-17
Mandag d. 6. marts 2017 kl 13-17
Torsdag d. 8. juni 2017 kl 13-17
Tirsdag d. 12. september 2017 kl 13-17
Torsdag d. 14. juni 2017 kl 13-17
(Bestyrelsesseminar 2017 endnu ikke fastlagt)



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Godkendt af:

Karsten Dybvad, formand

Lisbet Thyge Frandsen

Andreas Gjede

Arvid Hallén

Alfred Josefsen

David Lando

Mette Morsing

Kristian Mols Rasmussen

Michael Rasmussen

Jakob Ravn

Set af:

Mette Vestergaard



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2. CBS STRATEGI - DRØFTELSE

Konsulent i ledelsessekretariatet, Charlotte Gisselmann Jessen, deltager i dette punkt som tilhører.

CBS' strategi er nu blevet revideret på baggrund af kommentarer fra strategiseminaret den 6. juni samt direktionens drøftelse på deres strategiseminar den 5. august. Det er planen, at der i løbet af efteråret 2016 nedsættes tre arbejdsgrupper på tværs af CBS, som skal udarbejde konkrete handleplaner for de tre indsatsområder. Bilag 2.1 er en proces- og tidsplan, som dels beskriver strategiprocessen frem mod implementering primo 2017, men som også giver et tilbageblik på strategiprocessens spæde begyndelse.

Derudover findes i bilag 2.2 det reviderede strategioplæg. Her fremgår også de skriftlige kommentarer, modtaget fra fire bestyrelsesmedlemmer.

På bestyrelsesmødet vil direktionen indlede med et kort mundtligt oplæg vedrørende den reviderede strategi for CBS. Oplægget afsluttes med en række spørgsmål, som danner grundlag for den videre drøftelse af strategien.

Det indstilles:

- at bestyrelsen på baggrund af det mundtlige oplæg samt bilag 2.2 drøfter strategioplægget og de indkomne kommentarer. Derudover bedes bestyrelsen tage stilling til, hvorledes strategien skal behandles på bestyrelsesseminaret den 12.-13. oktober.

Bilag.

2.1 Process and schedule CBS strategy revision 2015-2017

2.2 CBS Strategy 2017, draft with comments

Herudover kan de tre arbejdsdokumenter fra strategigrupperne findes via dette link: <https://we.tl/NyiohWc5yr>

Møde i CBS bestyrelsen / 31. august 2016

Process and schedule for CBS strategy revision 2015-2017

29-1-15	<p>The Senior Management set up six groups under DIA (the Senior Management, heads of departments and top administrative heads) with the following tasks:</p> <ol style="list-style-type: none"> 1. The groups were asked to read and discuss CBS' strategy and appendices and to indicate which <u>sections/themes</u> the groups believed should be kept, rephrased, deleted or added 2. CBS' current strategy and appendices deal with the administrative area only to a limited extent, and the groups were asked to discuss whether the strategy 'makes sense' for the administrative area, and whether the administrative area should be further included 3. The groups were asked to present three specific suggestions for initiatives that could strengthen CBS' top management level.
25-2-15	<p>Board meeting. The Board discussed CBS' strategy under item 6, report from the Academic Council. It was discussed i.a. whether CBS' strategy is clear enough to set a future course for CBS and which type of strategy (specific action, prioritisation of areas and initiatives, or a general framework for CBS' activities) an institution like CBS should have.</p>
27-2-15	<p>The six DIA groups submitted the abovementioned group work to the President's Office.</p>
10-3-15	<p>DIA seminar, at which the six groups presented their work. The purpose of the seminar was:</p> <ul style="list-style-type: none"> • For CBS' top management level to address together how CBS can proceed stronger after the structural adjustments • To discuss and develop CBS' strategy in work groups set up across disciplines and administrative pillars • To 'prepare the ground' for increased cooperation and team building at the top management level across CBS • To consider whether and how the groups may be used in future in day-to-day work.
14-4-15	<p>DIA meeting to follow up on the 10 March seminar. The Senior Management had gone further into the groups' suggestions and presented a process plan for DIA's further strategy work. The Senior Management had pointed to the need for sub-strategies for the following areas:</p> <ul style="list-style-type: none"> • Business cooperation and outside connections • Internationalisation • Entrepreneurship • Research dissemination • Managerial development • Alumni <p>Department heads and administrative heads were encouraged to contribute</p>

	with other sub-strategies for development.
27-4-15	<p>Board meeting. Oral briefing: Initiated work regarding adaptation of CBS' strategy under item 7. Schedule and background for strategy revision 2015 was presented and included the following text:</p> <p><i>"The Senior Management has decided on a minor revision in 2015 of the Business in Society strategy from 2011. The first three pages of the strategy, which deal in particular with CBS' identity as a broad business university, will remain unchanged, but the rest of the strategy will be reviewed and revised during 2015 to reflect the CBS we know today. The Senior Management will consider, among other things, which new sub-strategies and action plans to prepare and which of the old sub-strategies are in need of an update. The revision will take place in the period 2015-2015 which is also the period for CBS' new development contract from December 2014.</i></p> <p><i>It is the Senior Management's assessment that a comprehensive strategy revision involving the entire organisation in all strategic aspects is not necessary at this time. In the initial phase before the summer holidays it will essentially only be the top programme management at CBS which will be involved (DIA group; Senior Management, department heads, administrative heads). The relevant fora etc. at CBS will be involved in the revision as appropriate, just as the strategy process may naturally involve specific staff members."</i></p>
27-4-15	<p>News on Share regarding the schedule and process plan for the strategy revision. https://cbsshare.cbs.dk/nyheder/topnews/Pages/Strategy-process.aspx</p>
7&8-5-15	<p>Senior Management seminar. The Senior Management clarified the strategy revision work and decided what the DIA work groups should focus on and how groups should be constructed. The Senior Management decided to set up 11 work groups to focus on various strategic subjects. The groups were asked to give written input for discussion instead of complete strategies/action plans/policies. The chosen strategy areas were:</p> <ul style="list-style-type: none"> • Clarification of concepts/hierarchy/terminology in relation to strategy at CBS • Evaluation of the concepts BiS Platforms and WCRE • Partnership with students, student service • Language policy • Basic principles for the administrative units • Business cooperation and outside connections • Internationalisation strategy • Entrepreneurship and innovation • Competence development, managerial development • Programme portfolio • Internal communication strategy
19-6-15	DIA work groups submitted written input
25-6-15	Internal strategy seminar for DIA. The groups presented their work.
18-8-15	<p>DIA meeting. The President expressed his gratitude for the work put into the strategy process thus far, and established that the first 3 pages of the strategy will remain unchanged, but that the vision about Business in Society will be rewritten and brought out. A group will be set up for this purpose. Furthermore, the Senior Management has selected the following 3 areas for a specific strategy composition:</p>

	<ul style="list-style-type: none"> • Programme portfolio • Entrepreneurship and innovation • Business cooperation and outside connections <p>The work on the other seven strategic areas will continue and either the Dean of Research, the Dean of Education or the University Director will follow up.</p>
31-8-15	Senior Management seminar. The Senior Management made a decision (based on input from the heads of department) about the composition of the four work groups.
22-10-15	Board seminar. A workshop was held concerning CBS' ongoing strategy process (item 1). The workshop format was to ensure that the Board could be informed about the ongoing strategy process and also provide non-binding input to the strategy groups. The four coordinators of the strategy groups were therefore invited to the seminar in order to pose questions to the Board, who could then provide their immediate and non-binding input for the further work of the strategy groups.
26-11-15	Workshop with heads of department and the Senior Management. Mid-term review of department strategies. The heads of department were asked to give their input on how their respective departments would be able to contribute to the three strategic focus areas selected. They were also asked to make recommendations for the future work of the strategy groups.
29-2-16	Deadline for submission of strategy presentations from the four strategy groups.
18-3-16	News on Share regarding process and schedule for the strategy revision https://cbsshare.cbs.dk/nyheder/topnews/Pages/Status-of-the-CBS-Strategy-Revision.aspx
29&30-3-16	Consultation of the strategy in the following committees: the Academic Council, the General Consultation Committee, Heads of Department and Administrative Heads.
4-5-16	Based on the consultation process, the strategy groups submitted a revised version of their strategy documents.
25-5-16	News on Share regarding the strategy seminar on 6 June https://cbsshare.cbs.dk/nyheder/generalnews/Pages/CBS-Strategy-to-be-discussed-with-Business-and-Society.aspx
18-5-16	Revised department strategies for 2016-2017 were prepared
6-6-16	Strategy seminar for internal and external stakeholders. The revised strategy for CBS was submitted and the three strategic focus areas were discussed in separate panel debates.
27-6-16	Board meeting. The Senior Management evaluated the strategy seminar and revised the schedule for the strategy process.
5-8-16	Senior Management seminar. The Senior Management discussed the revised strategy based on i.a. input from the strategy seminar.
31-8-16	Board meeting. CBS' revised strategy is presented to the Board for subsequent discussions
5-9-16	News on Share regarding the future process
Sep	The Board will provide their written input for the strategy before the board seminar
12&13-10-16	Board seminar. The strategy and the process for the preparation of action plans will be discussed and approved.
Oct 16	Establishment of three action plan groups across CBS

26-10-16	The CBS Strategy will be presented to DIAS
27-10-16	News on Share regarding the release of CBS' strategy and information about the process for action plans
1-11-16	Town hall meeting with presentation of strategy and information about the process for action plans
Dec 16	CBS' revised strategy and other strategic platforms are presented on cbs.dk
Jan 17	CBS' revised strategy becomes effective
Spring 17	Action plans 2017-2019 for the three strategic focus areas have been prepared
Spring 17	The work with the seven other strategic focus areas is concluded

CBS Strategy 2017

24 August 2016

CBS STRATEGY 2017

– med kommentarer fra CBS' bestyrelse

Nedenfor er generelle og mere detaljerede kommentarer fra bestyrelsesmedlemmer indskrevet i udkastet til CBS' strategi. De detaljerede kommentarer er enten indsat som en konkret ændring af teksten, eller som en kommentarboks.

Generelle kommentarer til CBS Strategy 2017 fra bestyrelsesmedlemmer

Fra David Lando (DL):

- Vi har brug for et samlet dokument, som meget gerne må være kort og præcist.
- Strategien overser vores vigtigste udfordringer udover fundingen:
 - At rekruttere og fastholde fremragende forskere.
 - At ruste os i konkurrencen om dygtige studenter, som tænker mere i internationale muligheder end nogensinde før
 - At gøre vores pædagogik tidssvarende og effektiv og overlegen o forhold til online-tilbud

Fra Andreas Gjede og Kristian Mols:

- Fra de studerendes side er vores største anke ved strategien stadig, at vi i høj grad mangler klarhed om, hvad selve processen indebærer. Hvor store ændringer snakker vi om inden for de tre områder? Tag for eksempel Innovation & Entrepreneurship. Er der tale om en "revolution", eller en mindre forbedring ift. status quo? Vi er indforståede med, at et strategipapir ikke nødvendigvis skal gå i detaljen, men en klar forhåbning er, at vi op til og på mødet d. 31 får mere konkrete eksempler på, hvordan strategien kunne udmøntes.

Derudover er vi også i en række tilfælde i tvivl om, hvad vi faktisk siger ja til. Betyder en tilkendegivelse fra bestyrelsens side i forhold til for eksempel uddannelsesportefølje, at den skal ændres, og at der her skal være en familiestruktur, eller betyder det, at der vil blive nedsat nye arbejdsgrupper til at behandle den konkrete udmøntning af strategien, og kommer disses resultat i så fald bestyrelsen for øje til godkendelse?

Fra Mette Morsing (MM):

- Som allerede nævnt på bestyrelsesmødet i juni, sætter jeg spørgsmålstegn ved, om der er tale om en "light revision" eller en større bearbejdning af strategien. Min begrundelse for at nævne det er, at det nye og omfattende fokus på entrepreneurship/innovation og forslaget om programme portfolio, for mig at se, er store nye strategiske initiativer med langtidsvirkende indflydelse på både økonomi, fremtidig rekruttering og ikke mindst på CBS's identitet.
- Dokumentet bør være kortere og mere præcist i sin endelige og færdige form, og man bør arbejde på at formulere det endnu mere klart, hvordan mål (vision) hænger sammen med midler (identitet, funding strategi, strategiske initiativer).
- Entrepreneurship and innovation are presented as one of three strategic initiatives. For very good reasons. Undoubtedly, entrepreneurship and innovation in many ways characterize CBS and also differentiate CBS from other business schools and universities. However, as I also stated at the last board meeting, I think it is a missed opportunity for CBS that sustainability fell out of this strategic initiative. With colleagues I participated in some of the initial strategy revision discussions on how the relationship between entrepreneurship, innovation and sustainability could be a unique combination for CBS in signaling how we as a business university see the way forward in using our competences in addressing serious global challenges. Including a clear link to our Business-in-Society vision. I believe it would be very attractive and identity-generating for internal audiences (CBS employees and students) and desirable for our external partners (business, foundations and other funding authorities) if CBS targets its strategic initiative on entrepreneurship and innovation to include sustainability along the lines of for example: "re-imagining the role of business for entrepreneurship and innovation in a world facing global challenges such as migration, water scarcity, inequality, diversity and climate change etc."



CBS STRATEGY 2017

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INTRODUCTION

By national and international standards, CBS is a strong institution with a distinctive 'business university' profile. This document is not intended as an end-point to strategic reflection, but rather as a 'living document' which can both inform and stimulate future development. It is written in the belief that critical consideration of CBS' future can underpin, guide and support further achievement: in that way also, our open and critical culture is – and should remain – an important organisational asset.

We see the future strength of CBS as dependent on our success in tackling a number of challenges. There is a significant imbalance between the University's income and its development potential. Our level of government funding is low; further development is thus clearly a challenge and requires a sustainable strategy.

In terms of the CBS business model, a number of possibilities exist – including a radical approach in terms of reducing our dependency on government funding whilst building up non-state sources (international students, research income and industrial support). The recommendation here is that we continue to make the case for proper recognition within the state funding system whilst diversifying income sources and developing other funding channels, especially by being more vigorous in our pursuit of industrial support.

Finally, it must be acknowledged that we work in a complex policy environment where the CBS Board of Executives, the CBS community (i.e. our students and staff) and central government must be specifically taken into account. This means also that CBS has to work with a variety of expectations from future and current students, our alumni, politicians and the business community¹ (both nationally and internationally).

Comment [CGJ1]: DL: Mærkeligt at starte med at fortælle, hvad dokumentet ikke er.

Comment [CGJ2]: DL: Behøver vi at begrunde, at vi har lavet en consideration af CBS' future?

Comment [CGJ3]: DL: Enten skal der følge en lille liste af challenges her, hvis vi nævner, at der er 'a number' eller også skal funding fremhæves som den alvorligste.

Comment [CGJ4]: DL: Forstår godt at der er politiske forventninger fra det politiske system og vores studenter, men bestyrelsen fremstår her som en enhed, der også "skal tages hensyn til" - Giver ikke mening. Bestyrelsen er en del af det CBS der skal tilfredsstille omverdenen.

¹ CBS defines business as business in both the private and public sector

IDENTITY, DIRECTION AND VISION

There are many ways in which CBS' strategy could be presented. In what follows, we will focus on matters of identity, direction, vision and operationalization. First, we will offer an overview of CBS' identity, direction and vision as a business university with a unique 'business in society' ethos. This statement is the output from many discussions within and outside the University.

We then summarise our strategically-directed activities under two headings: transformational initiatives (TI) and management quality essentials (MQE). These two elements represent a balance that will allow CBS to both optimise (MQE) and develop (TI) its knowledge base, resources and practices in the ambitious pursuit of enhanced quality and relevance.



The CBS identity

With the distinctiveness of its diversity, Copenhagen Business School aims to become a world-leading business university with teaching and research excellence in classical management disciplines (including finance and economics, accounting and operations management, marketing, strategic management and organisation) and in disciplines that place business in a wider social, political and cultural context.

CBS has a particular responsibility to bring knowledge and new ideas to companies and organisations, to the next generation of business leaders and to society as a whole. Specifically, and drawing upon our North European background and history, we will play a major role in the discussion of innovative and entrepreneurial business models, sustainable organisational forms and economic practices within the perspective of responsible management and leadership. We will nurture an entrepreneurial spirit within our University, encouraging to new ideas, open to local initiative, and flexible in the face of new possibilities.

The CBS strategy recognises the vital role of business in shaping society – and the equally important manner in which business practices and processes are shaped by society. Our major contribution takes the form of research-based education. Accordingly, investment in research and scholarship provides the foundation for our future development.

CBS is a predominantly publicly funded business university with a special obligation to society. This has implications for CBS as a working environment: CBS should take special care to be an attractive, responsible and engaging workplace that involves employees and students in decision-making.

Comment [CGJ5]: MM: CBS's focus on diversity is a strong and positive marker of identity among students and employees. The question is if it might be worth considering how our (internally oriented) focus on diversity also commits us to an (externally oriented) promise on diversity? What role does CBS – as a high-profiled influencer in Danish society - want to play on issues of diversity in society: perhaps a leading pro-active authority or rather a passive or neutral stance? (e.g. on issues of gender, migration, refugees, religions, etc, etc).

Comment [CGJ6]: MM: This sentence states a clear and explicit divide between 7 departments at CBS vis á vis the other 8 departments. This poses three central disadvantages to CBS: First, indicates an organizational divide: the sentence divides CBS scholars into two distinct and separate groups, a division we have spent around fifteen years to avoid in order to integrate faculty across departments and make us think and feel integrated into "one CBS". Second, indicates an organizational priority: the specific mention of 7 disciplines and non-mention of 8 others, is read as an indication of priority by a number of CBS colleagues and beyond. Third, indicates that the business-in-society vision is exclusively for some and not for all: it can be interpreted as if 8 departments are working to "place business in a wider social, political and cultural context" while 7 departments are not.

One simple way to avoid signals of division, priority and exclusion could be to reformulate: "... Copenhagen Business School aims to become a worldleading business university with teaching and research excellence in classic and contemporary management disciplines that place business in a wider social, political and cultural context".

Comment [CGJ7]: DL: hvorfor ikke bare 'is'?

Comment [CGJ8]: DL: Er det en klar logik, at det følger af vores funding-kilde, at vi skal være et godt sted at arbejde? Synes snarere det bør følge af vores erkendelse af, at det hjælper os til at rekruttere, fastholde og stimulere medarbejderne til at yde deres bedste.

The CBS direction

CBS' direction can be expressed in terms of two dimensions. First: global vs local mindset. Our aim is to develop our global mindset for the benefit of the local and regional business communities. In that way, we see no contradiction between international standards of excellence and service to the local and regional community. As a government-funded institution, we have a special responsibility to our home nation but should also offer leadership and business support on a larger scale (i.e. on a national, regional and global level).

Second: tightly-focused 'business school' vs 'full university'². Our aim is to build on our identity as a 'business university'. CBS is not a conventional business school nor is it a 'full university'. We combine elements of both – but always with a business (and a business-in-society) focus and a commitment to research-based education. It is not our intention to broaden our research and educational profile further, but to strengthen (and, as appropriate, consolidate) our existing range of academic activities.

CBS will move forward with its long-term policy of global engagement. Without this, we cannot claim to be world-leading and our accreditations will be at risk; but with this, we will develop the quality of our teaching and research activities, recruit students and staff at the highest level, and be able to benefit from many sources of external funding. In research and teaching global engagement implies addressing global issues in business, institutions, societies and cultures. It furthermore requires us to benchmark ourselves against the highest standards of excellence, attracting the best-qualified and most talented staff, and interacting across national and intellectual borders.

Central to the CBS strategy is the notion that research and education must make a positive difference through our students, our research and our dissemination activities. Our global engagement should therefore benefit the local and regional business communities and public organisations.

At the core of our future development will be the training of students capable of taking on meaningful and high-quality employment and the creation of research which is both academically excellent and socially significant. We will therefore maintain a constant focus on the relevance and impact of our education and research. Impact for us is not simply about communicating our insights, but establishing open, developing and two-way relations with our students, collaborators and stakeholders.

²By 'full university' we mean a university encompassing the full academic range of educational and research activities from natural and technical sciences to arts and humanities.

The CBS vision - Business in Society

In order to contribute to societal and economic progress, CBS challenges and develops the role of business in modern society. Based on academic research, we actively engage with society – in Denmark and globally – to enhance the relevance and impact of our research and education. We engage with society through multi-lateral, interactive, continuous relationships that link integrative thinking with societal practices in ways that are mutually rewarding. We think of these relationships as CBS Partnerships.

Through CBS Partnerships, we strengthen our capacity to reflect and consequently develop innovative ideas. We develop new knowledge and become aware of challenges as they appear in society. CBS Partners get access to innovative and conceptual thinking in the form of the latest academic research. When we engage with CBS Partners, we are conscious of dilemmas relating to independence of research that could be perceived as being traded off against relevance, impact and funding. It is important for CBS and for society that our faculty remain independent researchers.

Challenge – Think – Engage

Societal decision-makers face **challenges** that are best met through a combination of multiple disciplines and skills. Decision-makers need to develop **integrative thinking** and to reflect on practice in order to effectively solve challenges created by a **conjunction of conflicting opposites**. Integrative thinkers are able to keep large, complex problems in mind while investigating their constituent parts. They place business in a wider social, political, historical and cultural context. They discover patterns, connections, and relationships among different aspects of past, present and future challenges.

CBS **engages** with societal decision-makers to learn about the challenges they currently face and to develop our innovative research perspectives on the challenges. In this way our engagement will lead to new knowledge and may impact society through academic publications, dissemination as well as new or improved business models. We will continue to form multidisciplinary teams to address complex societal and business challenges.

Entrepreneurship and innovation are important drivers of a dynamic society and of improved welfare. We engage with societal decision-makers to combine research perspectives on current dynamics with active contributions to entrepreneurship and innovation in all sectors of society. We offer innovative perspectives that are derived from the practices of the partners by building on existing research and academic thinking. CBS Partners should therefore expect our academic thinkers to question current practices. This is how we improve our understanding of current practices, and this is how we provoke changes to those practices. Such changes form the basis for entrepreneurship and innovation.

CBS educates students to become critical, integrative thinkers and reflexive practitioners, in addition to being strong in one or several disciplines. We have an obligation and a unique opportunity to educate both young and experienced people for the business world and for society by providing them with an academically sound basis. We also nurture their ability to innovate and thus develop the organisations they engage with, or to start up new organisations. For this reason, our educational programmes are designed to foster more entrepreneurship and innovation in CBS' students, graduates and alumni. Our education is research-based and relate to practice in an integrative way. We engage with CBS Partners to ensure continuous relevance, development, and impact of our education.

As illustrated below the Business in Society vision combines Societal **Challenges** with innovative, integrative **Thinking**, and mutually rewarding **Engagement** of CBS Partners to help society solve its challenges.

Comment [CGJ9]: MM: A vision typically provides a statement about what an organization strives to, including a claim about what difference the organization wants to make in the world. "Integrative thinking" and "challenge-engage-reflect" are central dimensions to describe how CBS works. It is about process. However, it says less about the content of who we want to be, and how we see our contribution to society.

Comment [CGJ10]: DL: Der er meget gentagelse i dette.

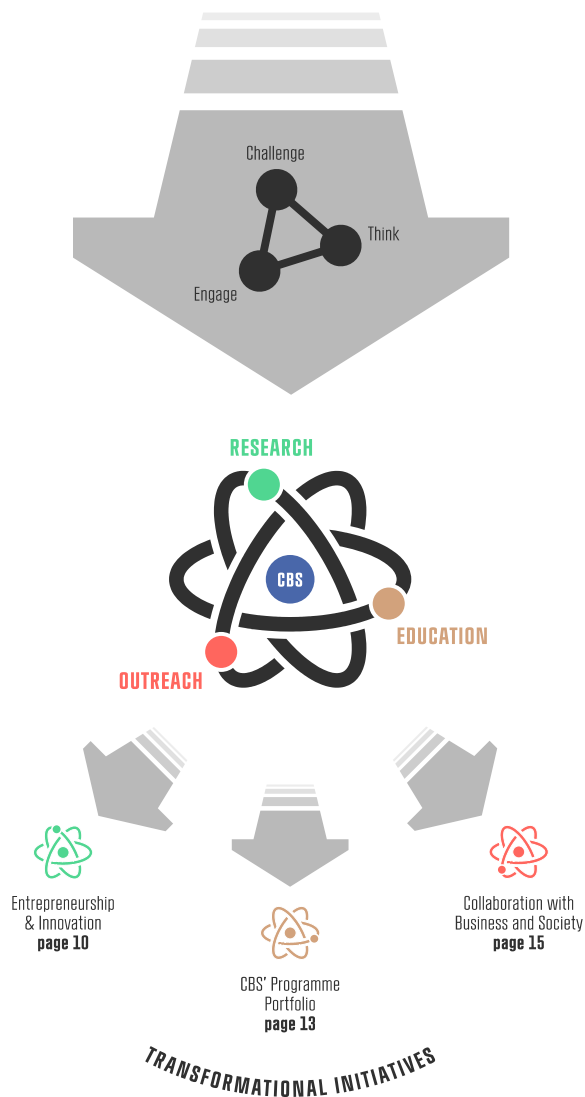
Comment [CGJ11]: MM: in the current text it comes forth as if Business-in-Society is primarily about "bringing knowledge and new ideas" to companies and other organizations. I think CBS has an ambition that adds more to business and society than that. It is about the type of knowledge and the impact of the ideas.

Comment [CGJ12]: DL: Helt ærligt...

Comment [CGJ13]: Det er som om, at vi her fokuserer på entreprenørskab og innovation, men så falder tilbage og karakteriserer egenskaberne ved god forskning. Og herved gentager meget af det ovenfor. Må beslutte om denne passage skal forholde sig særligt til entreprenørskab og innovation, eller om der skal lægges mere på de allerede mange ord om forskning

Comment [CGJ14]: DL: Gentagelse

BUSINESS IN SOCIETY



Explanatory notes

Business: Business in both private and public sector.

CBS Partnership: multi-lateral, interactive, continuous relations that link innovative, integrative academic thinking with societal practices in ways that are mutually rewarding between CBS and societal decision-makers. These include traditional, reciprocally binding partnerships.

Societal decision-maker: Private or public leaders, representatives of government, politicians, influencers, lobbyists, NGOs and other decision-makers.

CBS Partner: Societal decision-maker that engages in a CBS Partnership with research faculty.

Integrative thinkers are able to keep large, complex problems in mind while investigating their constituent parts. They place business in a wider social, political and cultural context. They discover patterns, connections, and relationships among different aspects of past, present and future challenges.

Transformational initiatives

Transformational initiatives represent time-limited initiatives designed to move the University forward in a 'Business in Society' direction. Transformational initiatives are strategic investments designed to strengthen our CBS identity and direction within a 'Business in Society' framework.

Transformational Initiatives cover the key areas that will give the strategy transformational impact and thereby help convert the CBS strategy into a series of specific and practical projects. They each respond to the challenge that CBS can achieve more by taking coordinated as well as locally-decided action. Each has been selected on the grounds that it links closely to the CBS strategic identity, direction and vision presented above but also that it represents an opportunity for CBS to build on existing strengths. In that way, each transformational initiative should contribute to the strategic development of CBS but also represent an activity which is relevant and significant in itself. The transformational initiatives will typically have a three to five year time horizon. The prioritised transformational initiatives for 2017-2019 are listed below and are elaborated in the next section on the following pages.

- Entrepreneurship and innovation
- CBS' programme portfolio
- Collaboration with Business and Society

Management quality essentials

Management quality essentials cover the practices, processes and procedures necessary for CBS to operate as a recognised business school both nationally and internationally. The management quality essentials offer an institutional and structural frame for optimal resource allocation and development.

The management quality essentials represent the fundamental underpinning of a well-run university: they represent basic organisational functions which need to operate efficiently and effectively, and be the focus of efforts towards continuous improvement.

The management quality essentials can be split in two (listed below). *Research and Education Essentials* represent our fundamental commitment to academic quality. *Organisational and Governance Essentials* involve the administrative and operational processes through which we will ensure the optimal running of this university.

Research and Education Essentials

- High quality research
- High quality education
- Active dissemination
- Accreditation and ranking

Organisational and Governance Essentials

- Dialogue in the university
- Partnership with our students
- Administrative service and efficiency
- Financial management
- Academic organisation (research and education)
- Staff development and leadership
- Recruitment

Additional strategic areas

Besides transformational initiatives and management quality essentials the strategic basis of CBS consists of other strategic areas and policies such as a Campus Strategy, a strategy for IT, strategies for each department etc. The strategic basis of CBS is illustrated below.

STRATEGIC BASIS OF CBS 2017

CBS policies	<div>e.g.</div> <ul style="list-style-type: none"> CBS identity, direction and vision Development contract 2015-2017 Leadership codex Codex Research integrity
CBS strategy	<div> <div> Prioritised TI 2017-2019 <ul style="list-style-type: none"> Entrepreneurship & innovation CBS' programme portfolio Collaboration with business and society </div> <div> Prioritised MQE 2017-2019 <ul style="list-style-type: none"> Internal communication Competence development International profile Basic principles for administration Language policy Partnerships with students and student services Evaluation of the BIS platform concept and WCRE </div> </div>
Additional strategies	<div>e.g.</div> <ul style="list-style-type: none"> Department strategies External funding strategy Equal opportunities Strategy of management programmes Campus strategy Strategy for IT
CBS guidelines	<div>e.g.</div> <ul style="list-style-type: none"> Education report International accreditation Alumni surveys CBS Sustainability CBS personnel manual CBS Norm Agreement PhD evaluations Evaluation of teaching environment Rotation evaluation Departmental accreditation

CBS' TRANSFORMATIONAL INITIATIVES 2017-2019

Entrepreneurship and innovation

Entrepreneurship and innovation are the keys to prosperity for humanity as a whole, for nations and for business in both the public and private sector. It is only by constantly developing new ways of satisfying known and as yet unknown demands, and improving the ways we create products and services, that we can experience an improved quality of life and mediate problems of expanding and aging populations, climate change and the exploitation of nature.

In an increasingly complex business world, the possibilities to profit from any new idea are becoming more and more difficult. Indeed, it takes many more resources, and more diverse kinds of knowledge, to start a successful new company today than previously. Increased internationalisation and regulation are just two developments which put huge demands on young start-ups as well as established companies. This is why business competences are now necessary for any start-up.

In making this case for the social sciences, it is important to emphasise that entrepreneurship and innovation are not only necessary for the private sector but also for society as a whole – including the broad activities of the welfare state.

The vision for entrepreneurship and innovation at CBS

Building on our strengths in teaching and research, and working with national and international stakeholders, CBS will position itself as the major European centre for social scientific and business approaches to entrepreneurship and innovation. Through the determination of our students, the excellence of our research and the capacities of the business community, CBS will contribute substantially to the development of entrepreneurial culture in Denmark and beyond.

In so doing, CBS will not only represent a major hub for new activities, its scholarship will also lead national and international debate over the practice and potential of entrepreneurship and innovation in both public and private settings. We see this vision as one important way in which CBS can make a positive difference – to our students, to our national and regional context and to international developments in this field.

Comment [CGJ15]: DL: Dette er meget store ord. Kan vi levere?

Comment [CGJ16]: DL: Gentagelser

Comment [CGJ17]: DL: To overflødige linjer

PRIORITISED AREAS OF ACTION

Encouraging entrepreneurship and innovation research throughout CBS and keeping a dedicated entrepreneurship and innovation environment

In most schools, entrepreneurship and innovation have emerged as an organic extension of existing disciplines. This pattern can be clearly seen at CBS. All CBS departments have some entrepreneurship and innovation research. But the reason why CBS has such a strong position in the field of entrepreneurship and innovation is the extra dimension that CBS, with its cross-disciplinary focus on entrepreneurship and innovation has added to the discipline-based entrepreneurship and innovation research activities known from most other schools. It is the combined power of these two dimensions that has allowed CBS to perform so strongly on the international scene.

CBS shall not fundamentally change this strategy. CBS will keep “walking on two legs” by encouraging all departments to investigate phenomena within entrepreneurship and innovation and at the same time maintain the dedicated entrepreneurship and innovation research environments.

Supporting the development of a unified entrepreneurship and innovation field

It is only recently that entrepreneurship and innovation has been considered a distinct and united field. Entrepreneurship research has not viewed innovation as a core ingredient of the start-up phenomenon, and innovation research has not been overly focused on the problem of transforming innovations into business; if it did, usually the setting would be large corporations, and not start-ups. In order to further support the development of a unified entrepreneurship and innovation field, CBS will pay particular attention to research into the connection between entrepreneurship and innovation.

Establishing a Copenhagen Entrepreneurship and Innovation Forum at CBS

CBS already has a well-established unit for student entrepreneurship, Copenhagen School of Entrepreneurship, but needs to develop a more stable support for coordination and branding across the various entrepreneurship and innovation activities. To this end, CBS will establish a new Forum. The main purpose of the Forum will be to raise the profile, capacity and standing of CBS' education and research in this area at a national and international level, and in so doing, strengthen CBS' contribution to the development of entrepreneurial culture.

The Forum would have two key roles: Firstly, to nurture old links and establish new links with the business community (and related policy and public actors) and draw upon the inputs and creative energies of active entrepreneurs in order to establish new networks and initiatives between CBS and business practice (including in the area of education and research); Secondly, to serve as a meeting point for CBS' research and educational activities across the fields of entrepreneurship and innovation (including Copenhagen School of Entrepreneurship).

Comment [CGJ18]: DL: Det er stadigvæk uklart for mig, hvad der menes med et forum

Bringing an innovative mindset and entrepreneurial spirit to all students

Students graduating in any sub-field at CBS should receive the very best education in that particular field but *in addition* should be able to apply it more effectively and innovatively in the jobs that they take up. The labour market will not accept anything else but the highest academic standards from our students, and CBS should not compromise on this dimension. After all, innovation builds on deep knowledge and a broad set of well-developed skills. CBS' graduates should be trained to better implement their knowledge whether they start their own company or whether they take up a position in an existing company. To maximise the impact of their education, CBS will train students to think in an entrepreneurial and innovative fashion, whatever their specialisation and their occupation after graduation.

The challenge is to provide deep knowledge *and* an innovative capacity to our students. While deep knowledge can be taught in a variety of ways, an entrepreneurial attitude is much more an experience-based skill. This points to the suggestion that our way of teaching might be the vehicle for raising the level of innovativeness among our students. We should be able at the same time to teach the academic subjects *and* to build entrepreneurial and innovative skills with the students.

Develop teaching methods in entrepreneurship and innovation

It is safe to say that CBS exhibits one of the world's richest offerings in terms of number of courses and of programmes when it comes to innovation and entrepreneurship. While teaching programmes are proliferating at a healthy speed, teaching methods in entrepreneurship and innovation, and especially entrepreneurship, are somehow lagging behind. This poses a challenge that CBS should mediate.

CBS is in a unique position to collect and analyse experience from entrepreneurship courses, and to use this knowledge to develop a more comprehensive view on entrepreneurship teaching by identifying core subjects and effective teaching methods. To explore this opportunity, CBS will form a task force charged with the mandate to collect experience and ideas for entrepreneurship teaching.

CBS will take on the challenge of bringing an innovative mindset and an entrepreneurial spirit to all students by way of teaching methods. As a first step, CBS will develop a set of teaching formats that explicitly train innovativeness and entrepreneurship, and make sure that such teaching formats are implemented in certain courses in all programmes. Every study program has its own logic, and it will be up to the individual study boards to choose which methods and which courses to use. As this is not a question of introducing a new course in "innovativeness" but to change the teaching format of existing courses, this will require substantial investment from both study boards, study directors, and in particular faculty.

The ambition to develop the CBS pedagogy in a more engaging and entrepreneurial direction obviously may be hindered by the sheer lack of physical environments for this kind of teaching. Most of the CBS teaching facilities are designed for large-scale lecturing, and while there will in any foreseeable future still be a need for these, teaching formats which build on active student participation and cooperation will need very different physical facilities. Such facilities are virtually non-existing at the CBS campus. To accomplish the ambition to prepare CBS students for an innovative life of work, CBS therefore should be able to provide a physical infrastructure which supports this strategy.

CBS' programme portfolio

CBS' degree programme profile is a reflection of our Business in Society vision. Our graduates must possess a set of basic business competences, critical and reflective skills for solving problems and a society-based understanding of the opportunities and challenges of public and private business and industry. In short, CBS aims at delivering new talent for Danish business and society, live up to the highest international level of education and developing practice-oriented courses and programmes.

We want CBS graduates to be:

- Open-minded and international
- Well-versed in theory and methods
- Critical and reflecting
- Focused on solving problems in an organisation and its context
- Value creating based on practice understanding and research-based knowledge
- Entrepreneurial and have an innovative mindset

With a business administration degree from CBS, the student acquires basic business competences across the various specialisations of programmes. This consists of knowledge within the fields of microeconomics, finance and accounting, organisation, marketing, qualitative and quantitative methods. The students all **acquire basic business administration skills** ("how to read a financial statement") along with more specialised competences, for instance within auditing, psychology or communication.

Current programme issues

CBS offers a wide range of different programmes both to motivate and attract young people with different types of interests, backgrounds and talents, and to accommodate business and industry's demand for particular competences. There are, however, some issues regarding the current programme portfolio:

The current programme portfolio causes some difficulties for a number of our students, especially with respect to the transfer from undergraduate to graduate level. In general, there are two types of problems: First, a significant group of students want to shift to a graduate programme, which differs from the one to which they have a legal claim. This may for example be based on a change in the student's academic interests, a better realisation of their strengths or because they expect that the job opportunities are better after having completed another specialisation. Second, the students are not necessarily entitled to enrolment in the particular concentration (i.e. sub-programme) that they are aiming for.

Furthermore, business and industry have problems understanding CBS' mixture of programmes, specialisations and concentrations. The specific logic behind the different titles is difficult to communicate to the outside world in general.

Establishment or discontinuation of programmes

The general principles for establishing new programmes and closing down current programmes have a strong focus on relevance and quality criteria. CBS continually considers the following focus areas:

- Interest among potential students, measured by grade average (for undergraduate programmes) and number of applicants
- Capacity (academic staff, facilities etc.)
- Coherence with the general CBS profile
- Avoiding overlap with similar programmes in- and outside CBS

Comment [CGJ19]: MM: I have marked (below in yellow) three areas that seem to imply potential for comprehensive changes of our current programme portfolio strategy. While it may seem an efficient way forward at a first glance, personally I have a lot of concerns about the "family model". As stated above: this adds to my inquiry about to what extent the proposed revision of the current portfolio entails a "light revision" or a profound revision of the strategy.

Comment [CGJ20]: DL: Er vi her på strategisk niveau?

- Societal need for graduates, e.g. need from specific sectors or functions, dialogue with employers and advisory boards, employment data and alumni feedback

It is particularly a challenge that these considerations must be seen in a long term perspective. It takes many years from the decision is made (including ministerial approval of new programmes), to the first graduates meet the labour market, where they will be for next 40 years. Needs with only a 5-year timeframe are almost irrelevant.

In a broader perspective, international competition from other top business universities and tendencies in their continuous development of programme portfolios is of course an inspiration and focus area for CBS. It is a fact that our students to an increasing extent have to be competitive on a global labour market. In order to meet this challenge, we have to keep our high level of internationalisation and global outlook of both our faculty and programmes.

PRIORITISED AREAS OF ACTION

Continuance of profiled bachelor programmes

CBS wishes to maintain the variety of our current undergraduate portfolio, spanning from general economics and business administration to more highly profiled independent bachelor programmes. This is a valuable CBS asset and it is essential in order to attract the best students.

Basic business administration skills in all bachelor programmes

Students with a business administration degree all acquire basic business administration skills along with competences that are more specialised. It is suggested that these principles are applied to the remainder of CBS' bachelor programmes. This means that also the Bachelor of Arts programmes to some extent must fulfil the requirements for basic business administration skills. This will give the students a better basis for choosing the master programme they want and can be developed alongside highly profiled bachelor programmes.

Comment [CGJ21]: DL: "To some extent" er en udvanding. Skal vi blot definere, hvad vi mener med 'basic'?

Reorganisation of graduate programmes

CBS wants to reorganise A reorganisation of the master programme portfolio is suggested in order to make it more transparent for the students to see which alternative graduate degree possibilities they have and to enable them to target their choice of electives.

Comment [CGJ22]: DL: Drop passiv form. Hvem foreslår?

The first step is to remove the differences between applying for a programme and a concentration. All types of specialisations would then be equally defined, so that qualified students can compete on equal conditions – just like when they apply for a bachelor programme.

Comment [CGJ23]: DL: Indforstået

The second step is to introduce a so-called **"family model"** which groups the master programmes into a limited number of thematic clusters with similar sets of admission requirements. This would first of all make it more clear to the students, which programmes they are immediately qualified for when they apply for an undergraduate programme and make the selection process more transparent. Examples of such cluster themes could be "Finance and accounting", "Marketing" and "Organisational development and HRM". Secondly, it would make the graduate programme portfolio more transparent to the outside world.

Collaboration with Business and Society

In the coming years CBS faces the following main challenges regarding collaboration with the business community and society:

- The issues faced by the business community are increasingly complex and continuously changing. In order to develop relevant research and education at CBS, a systematic and on-going engagement with relevant partners in business community and the public sector is needed.
- There is a lack of transparency to how the business community and society in general may engage in and benefit from cooperation with CBS, and how CBS creates value in society.
- CBS is facing a situation of less government funding and will need to look in other directions for funding opportunities.

Comment [CGJ24]: DL: Forstår ikke hvad der menes

To be able to navigate and prioritise collaboration and partnerships within business and the public sector requires a set of guiding principles. It also requires initiatives within defined and prioritised areas of action.

Guiding principles

In many ways CBS has a good and close collaboration with the business community and the public sector, especially regarding education, where CBS' graduates are highly appreciated. Also, we have research areas with a strong and mutual beneficial collaboration. It is our ambition to maintain and enhance the importance of education and research excellence as a contribution to society and as a platform for collaboration and partnerships.

The guiding principles for collaboration are:

- Values: Partnership, engagement and mutual value-adding should be key words in each collaboration
- Purpose: collaboration must be able to generate research excellence of the highest international standards and/or to enhance quality and societal relevance in education
- Goal: collaboration must support CBS' ability to generate, communicate and make knowledge relevant to society
- Partners: collaboration must rest on a deliberate search for and prioritisation of relevant and trusted partners from national and international businesses, organisations, ministries, EU, foundations and a focus on public private partnerships. Engaging with other universities and business schools both on a national and international level is important in order to become an even more attractive partner
- Faculty involvement: Collaboration should be encouraged and incentivised among CBS faculty, and must build on acknowledging and exploring the business networks of Danish and international faculty in order to engage with Danish and international business partners

PRIORITISED AREAS OF ACTION

On the basis of the guiding principles, CBS has defined the following five areas of action for creating a closer-knit collaboration with business and society:

Developing valuable and relevant research for and together with society

CBS wants to create international research excellence with a business and society focus. To do this, CBS will engage with the business community to address challenges in business and society; present new ways of thinking through research-based knowledge that is valuable to society, and exchange resources and funding. CBS has a strong international perspective and a focus on entrepreneurship and innovation in creating new thinking that is valuable to the business community. CBS should improve its ability to explain the value of its research to society; how CBS' research is a precondition for participating in international knowledge exchange; how research contributes to new knowledge that is relevant to competitiveness, growth, innovation and sustainable society, and how research underpins the quality in our education programmes.

Innovation, interaction and engagement pinpoint CBS' 'Business in Society' driven education programmes

CBS will work systematically to increase its ability to leverage CBS' research based programmes as a platform from which business relations can be forged and strengthened. CBS has a strong educational position, and CBS graduates are highly appreciated in the Danish and international market. It is, however, necessary to keep developing the programmes to keep this strong position. This requires educational innovation with business involvement, an increase in CBS' ability to bring in more current business cases in teaching; an entrepreneurship and innovation focus in education; a focus on matching students, faculty and businesses; and to explain the value of CBS' candidates and education activities to society.

CBS as a leading provider of life-long learning in the business community and public sector

CBS wants to continue to be considered a leading provider of life-long learning to the business community and public sector, where we believe there is still a huge untapped potential. In order to achieve this goal, CBS will create pipeline thinking and a closer cooperation between the executive education programmes at CBS (diploma programmes, MBA and executive master programmes) and CBS Executive adapting to the needs in the market. The purpose and offerings must be clear and understood internally as well as, and notably, in the eyes of the market.

Alumni – CBS as a life-long relationship

Acknowledging that this is a long haul, CBS will work patiently and systematically on different levels and in programme areas to develop alumni community culture and strengthen the relations to our alumni from all programmes in order to nurture life-long relations and value creation between CBS and our alumni. CBS will strive to match developing expectations and learning demands with alumni, acknowledging that these change over time for each alumnus/alumna. The notion is that the more life-long relations CBS builds with alumni, the larger the committed alumni community will become, with more enthusiastic ambassadors, expectedly paving a less difficult path for CBS towards additional funding and further political influence.

Reaching out for large-scale research partnerships

CBS has a limited number of larger research partnerships, and very few research donations that exceed DKK 10 million. In order to develop research relevance and international quality and facilitate more long-term relations with the business community and society, CBS will embark on a deliberate strategy to increasingly attract more large-scale research partnerships fully supported by top management. This will require a strong priority and engagement in top management and a more systematic engagement of key stakeholders with a potential for partnership and funding both in the private and public sector – acknowledging that large-scale partnerships take time.

3. CBS' ØKONOMI - BESLUTNING

a. Budgetopfølgning

Prognosen for CBS' økonomi viser marginale ændringer ift. budgetopfølgningen pr. maj. Der forventes en forbedring i årets resultat på 3 mio. kr. primært som følge af øgede taxameterindtægter.

Det indstilles:

- at bestyrelsen godkender budgetopfølgningen

Bilag:

3.1 Budget 2016 – Financial Statement – July

b. Orientering om regeringens finanslovsforslag

Regeringen forventes at offentliggøre sit finanslovsforslag (FFL) for 2017 tirsdag d. 30. august.

Universitetsdirektøren vil på møde orientere om de væsentligste signaler på universitetsområdet i forslaget.

Det indstilles:

- at bestyrelsen tager orienteringen til efterretning

Ingen bilag.

Møde i CBS bestyrelsen / 31. august 2016



Budget 2016 – Financial Statement - July

Budget office
24 August 2016

I: Introduction

This memorandum presents the status on follow-up, up to and including July 2016 (M7).

The financial follow-up is based on a top-down analysis of actual consumption, income and new expectations through July. The bottom-up budget control from the units at CBS will not be received until early September as planned. It will be available for the Board's meeting in October.

II: General trends

Compared with the latest Q1 follow-up that was presented to the Board in June, there are only marginal changes in relation to the overall result. We expect an improvement of the result for the year of approx. DKK 3 m – i.e. from a deficit of DKK 19 m to a deficit of DKK 16 m.

This change in relation to the Q1 prognosis is primarily due to an expectation of higher income of DKK 3 m in total. We expect an increase in income because:

- The level of programme activity – especially the number of master's theses – is significantly higher than the corresponding numbers from last year. On this basis we expect to see a significant increase in the performance-based student FTE funding (taximeter funding) in the full-time programmes.
- We have also included a reduction in the taximeter funding, as we do not expect that CBS will meet the demands for the reduction of average study duration time in 2016.
- We expect a small reduction in externally funded research.

At the October meeting, the Board will receive an estimation of the taximeter funding, which will be very close to the final total taximeter funding for 2016.

We expect no changes to the total costs apart from small variations in underlying items within salary and operating costs respectively. There have been no further use of the investment pool compared with the Q1 expectations.

The total adjustments in relation to Q1 are presented in Table 1. Further elaboration in Table 3 and below.

Table 1: Financial follow-up, July 2016 (M7)

2016 July. Forecast DKK m. Index of current prices and salaries	Jan-july 2016	Jan-july 2015	Budget 2016	Q1	M7	Result 2015	M7 in relation to Q1
Indtægter i alt	759	750	1.292	1.300	1.303	1.302	3
Salary costs, total	494	489	860	858	858	842	0
Operating costs, total	210	210	403	406	406	393	0
Capital costs, total	28	26	49	48	48	51	0
Investment pool	2	0		7	7	0	0
Total cost	733	725	1.312	1.319	1.319	1.287	0
Result	25	25	-20	-19	-16	15	3
Equity	-	-	208	209	212	228	3

III: Income and costs in relation to Q1

Below is a detailed account of changes included in the prognosis for income and costs in relation to Q1.

Income

We expect a total increase in income of DKK 3 m as a consequence of the following:

- **Performance-based students FTE funding (taximeter funding)** is expected to be approx. DKK 6 m higher than anticipated in Q1. The increase is due to the following two changes:
 - Student FTE (student full-time equivalent) production is at a significantly higher level than last year, and we expect the final total student FTE production to be higher than anticipated in Q1. We therefore upvalue the student FTE prognosis by DKK 14.2 m, equivalent to 320 student FTE, cf. Table 2. The higher level of activity is primarily due to an increase in master's theses. The final total student FTE estimation will be available in early September, and there may be further adjustments to the taximeter funding, which may even be higher than budgeted at present.

Table 2: Development in student FTE prognosis for 2016 for full-time programmes (student FTE)

Student full-time equivalent	R2015	B 2016	Q1 2016	M7 2016
Student FTE	11.885	11.948	12.270	12.590

Note: Full-time student FTE is excl. of late reports.

- In the June budget memorandum we clarified the risk of CBS not receiving the study progress bonus in 2016. We have now included a budget adjustment of DKK -8.5 m in total taximeter funding as our internal analyses strongly indicate that CBS is not expected to realise the average duration time improvements for the funding year 2016 in relation to the baseline year of 2011 and will therefore not receive the study progress bonus. As described in the June memorandum, the lack of reduction in average duration time is very much due to students from previous years – the so-called "hangers-on" – now completing their programmes (but with delays), which increases the total average duration time. The final statement from the Ministry on duration times has been delayed and is now expected to be ready some time in autumn.
- **Income from externally financed projects** is reduced by DKK 3 m based on a reevaluation of project activities.

Total income is expected to be approx. DKK 3 m higher than anticipated in Q1.

Costs

Total costs are expected to be unchanged, but there are adjustments between items:

- **Total salary costs** are unchanged in relation to Q1, but with the following changes in the underlying categories:
 - Costs for VIP are reduced by approx. DKK 3 m, primarily because of the changes to the prognosis for externally funded research projects.
 - Costs for DVIP is expected to increase by DKK 3 m as a consequence of the extensive master's theses activity, which entails an increased need for supervision of students etc.
- We expect no changes in total **other operating costs**, but there are adjustments in the following underlying categories:
 - Conferences and service trips is increased by DKK 3 m based on actual consumption year-to-date.
 - Teachers paid by invoice and research support is increased by DKK 2 m based on actual consumption year-to-date.
 - Books, journals, print etc. is reduced by DKK 3 m in relation to Q1 based on a significantly lower consumption than last year.
 - Other expenses is reduced by DKK 2 m as a consequence of a new prognosis based on realised consumption figures.
- **Cost of capital** is following the expected consumption and is therefore unchanged in relation to Q1, incl. all underlying items.
- **The investment pool** is unchanged, i.e. we do not expect further use of the pool in relation to Q1.

On this basis we maintain the total costs prognosis without changes in relation to Q1.

Table 3: Budget 2016, Income and expenditure, July 2016 (M7)

2016 July. Forecast DKK m. Index of current prices and salaries	Jan-july 2016	Jan-july 2015	Budget 2016	Q1	M7	Result 2015	M7 in relation to Q1
Income							
Taxameter funding	374	373	632	645	651	648	6
Basic research grant and other government funding	193	192	334	330	330	345	0
Externally financed projects	67	56	120	128	125	109	-3
Student tuition fees	107	104	162	162	162	157	0
Other income	19	26	44	35	35	42	0
Total income	759	750	1.292	1.300	1.303	1.302	3
Salary costs							
Salary costs SLS - VIP	231	249	425	410	407	417	-3
Salary costs SLS - DVIP	64	58	110	112	115	106	3
Salary costs SLS - TAP	199	182	324	334	334	318	0
Salary costs SLS - Other	0	0	2	2	2	2	0
Total salary costs	494	489	860	858	858	842	0
Operating costs							
Rent and real property taxes	76	76	104	104	104	104	0
Operating of buildings and maintenance, total	33	28	63	68	68	58	0
Conference and service trips	28	24	48	54	57	48	3
External construction and IT specialists	8	9	21	21	21	20	0
Consulting (incl. legal, auditing and substitute)	5	2	10	10	10	9	0
Teachers paid by invoice and research support	6	6	13	10	12	13	2
IT equipment and software	20	22	39	39	39	40	0
Office expenses	17	19	37	32	32	35	0
Books, journals, prints, ect.	5	11	23	23	20	26	-3
Others	12	14	45	45	43	40	-2
Total operating costs	210	210	403	406	406	393	0
Cost of capital							
Depreciation etc. of fixed assets	18	13	32	30	30	29	0
Interest income	0	0	0	0	0	0	0
Financial costs	10	13	18	18	18	22	0
Total costs of capital	28	26	49	48	48	51	0
Investment pool							
Salary costs SLS - TAP	2	-	-	7	7		0
Total cost, Investment pool	2	-	-	7	7		0
Total cost, incl. Investment pool	733	725	1.312	1.319	1.319	1.287	0
Result	25	25	-20	-19	-16	15	3
Equity	-	-	208	209	212	228	3

NB: Deviations are due to rounding

4. DET POLITISKE LANDSSKAB - ORIENTERING

a. Opfølgning på national akkreditering

Samme dag som CBS modtog national institutionsakkreditering modtog rektor også kopi af brev fra Akkrediteringsrådet til Styrelsen for Videregående Uddannelse – se bilag 4.1. Vi har været forundret over brevet og hvorledes det skal tolkes, da det så vidt vides ikke er sædvane at rådet udsender sådant brev. Rektor og uddannelsesdekanen har derfor afholdt møde med styrelsesdirektøren for at høre deres tolkning og reaktion på brevet, som de vil orientere bestyrelsen om.

Det indstilles:

- at bestyrelsen tager orienteringen til efterretning

Bilag:

4.1 Brev fra Akkrediteringsrådet til Styrelsen for Videregående Uddannelser vedr. forskningsbaseret af CBS' uddannelser

b. Styringseftersyn og bevillingsreform

Departementschef Agnete Gersing har inviteret rektorer og formænd til et møde d. 24. august med henblik på en nærmere drøftelse af status for arbejdet med styringseftersynet og et nyt bevillingssystem. Som led i arbejdet med styringseftersyn er der gennemført en ekstern kortlægning af perspektiver og erfaringer med de styringsmæssige rammer, heriblandt med deltagelse af udvalgte bestyrelsesformænd og rektorer. Det forventes at departementschefen vil fremlægge pointer fra undersøgelsen, der er afsluttet, men ikke offentliggjort.

Rektor vil på møde orientere om de væsentligste signaler fra mødet.

Det indstilles:

- at bestyrelsen tager orienteringen til efterretning

Ingen bilag.

Møde i CBS bestyrelsen / 31. august 2016



Akkrediteringsrådet

Direktør Nils Agerhus
Styrelsen for Videregående Uddannelser

Forskningsbasering af uddannelser på CBS

Akkrediteringsrådet har den 22. juni 2016 truffet afgørelse om positiv institutionsakkreditering af CBS i forlængelse af afgørelse om betinget positiv institutionsakkreditering den 11. december 2014.

Ved afgørelsen om betinget positiv institutionsakkreditering i 2014 lagde rådet vægt på, at CBS ikke i tilstrækkeligt omfang sikrede overvågning af brugen af samt integration af eksterne undervisere i institutionens uddannelser. Rådet noterede endvidere i afgørelsen, at CBS på daværende tidspunkt havde til intention at øge andelen af fastansatte undervisere.

Med afgørelse om positiv institutionsakkreditering den 22. juni 2016 har rådet fundet, at CBS har iværksat tiltag, der vil kunne sikre tilfredsstillende monitorering og integration af eksterne undervisere. Rådet finder på den baggrund, at CBS lever op til kravene for en positiv institutionsakkreditering.

Rådets afgørelse bygger i et vist omfang på vurdering af tiltag, der endnu ikke er fuldt implementeret. Tiltagene er i hovedtræk gengivet nedenfor og udfoldet i akkrediteringsrapporten. Udviklingskontrakten mellem CBS og uddannelses- og forskningsministeren, som indeholder et mål om bl.a. at reducere andelen af fastansatte undervisere i forhold til eksterne, forstærker med rådets øjne betydningen af en fuld implementering af disse tiltag.

CBS' tiltag for at sikre monitorering og integration af eksterne undervisere omfatter en revideret samlet politik for forskningsbaseret undervisning, en ny samlet politik for anvendelse af eksterne undervisere, hvori bl.a. indgår rammer for monitorering af anvendelsen af eksterne og fastansatte undervisere samt udvikling af en CV-database for eksterne undervisere, en revision af alle institutters strategier for integration af eksterne undervisere samt etablering af et udvalg, der skal udarbejde forslag til at øge og optimere de fastansattes undervisningsaktivitet.

Givet den betydning et stærkt og sammenhængende videnmiljø baseret både på fastansatte og eksterne undervisere har for CBS' studerende, ønsker rådet at gøre opmærksom på, at der fortsat er behov for stort fokus fra CBS på implementering af de tiltag, CBS har fremlagt i forbindelse med genakkrediteringen. Ansvar herfor hviler naturligvis på CBS' ledelse, og rådet vil derfor foreslå, at fremdriften i denne implementering indgår i den løbende dialog mellem CBS og Styrelsen for videregående uddannelser. Rådet vil foreslå, at der i den forbindelse også er fokus på be-

Akkrediteringsrådet

28. juni 2016

Bredgade 38
1260 København K
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CVR-nr. 3060 3907

Sagsbehandler
Rune Heiberg Hansen
Tel. 7231 8807
Mail rhh@akkr.dk

Dokument nr. 16/024260-1



Akkrediteringsrådet

tydningen af, at CBS fastholder ambitionerne for, at de studerende i forbindelse med bacheloropgaver og specialer har adgang til vejledning af fastansatte undervisere.

Med venlig hilsen

Per B. Christensen
Formand for Akkrediteringsrådet

Bilag:
Kopi af akkrediteringsrapport

Dette brev er også sendt til:
Copenhagen Business School

5. INSTITUTSAMMENLÆGNING - ORIENTERING

Direktionen vil på mødet orientere om baggrund for beslutningen om at sammenlægge to institutter og den videre proces.

Derudover vil direktionen give en stemningsrapport om hvorledes organisationen har reageret på beslutningen om at sammenlægge de to institutter og lokalisere det nye institut i Dalgas Have.

Det indstilles:

- at bestyrelsen tager orienteringen til efterretning

Bilag:

5.1 Merger of ICM and IBC

Møde i CBS bestyrelsen / 31. august 2016

Merger of ICM and IBC

As a result of a unique set of circumstances, CBS' Executive Management Team (DIR) has decided to merge Department of Intercultural Communication and Management (ICM) and Department of International Business Communication (IBC).

This decision is in part a consequence of the changes in student demands and program development that in recent years have considerably changed IBC's teaching responsibilities and academic profile. In addition, it is a natural consequence of the continued strategic re-orientation of IBC in a direction that overlaps partially with that of ICM. Finally, it follows from a need to strengthen the research base to support important research and teaching areas such as Intercultural Market Communication – already a shared interest of IBC and ICM.

A new ICM-IBC Department (new name yet to be found) will be an extremely strong vehicle for developing already existing synergies between ICM and IBC and further leveraging the fertile ground between on the one hand business & management studies and the broader social sciences and the humanities.

Synergies between IBC and ICM already exist in the areas of organizational communication and intercultural studies. Potential synergies are for example found in the areas of intercultural marketing, consumer and behavioural studies. Employees will be involved in identifying further synergies and in creating the identity of the new department.

The new department will be located in Dalgas Have, which is the only building capable of accommodating what will be CBS' biggest department. Importantly, the relocation of what is today ICM to Dalgas Have will create new activities in Henning Larsen's beautiful building and one of CBS' busiest teaching addresses. Dalgas Have will be buzzing with academic activities and form a significant cornerstone in CBS' campus.

The merger will be gradually implemented between now and the spring of 2017, jointly led by the Heads of the two departments Dorte Salskov-Iversen and Alex Klinge. In parallel with this process, CBS will announce the position of the Head of the new department. The new Head of Department will formally take over in spring 2017, just as the physical co-location of the new Department will be implemented over the spring.

It is crucial to emphasize that this decision is not part of a large department reorganization at CBS and that it is not driven by reasons of economy.

As a consequence of the above, the International Office will move out of Dalgas Have.

6. MEDDELELSER FRA FORMAND OG DIREKTION, SAMT EVENTUELT

Formanden og direktionen vil under dette punkt kort supplere det skriftlige materiale med en mundtlig orientering om udvikling og aktiviteter siden seneste bestyrelsesmøde.

Punktet er til orientering. Det er muligt at stille spørgsmål til formand og direktion, ligesom spørgsmål og kommentarer til det skriftlige materiale er velkomne.

Mundtlige orienteringer:

De mundtlige orienteringer vil bl.a. omfatte:

- Status på campus-udvikling
- En aktuel pressesag

Skriftligt materiale:

Med henblik på kommentarer/forslag fra bestyrelsen vedlægges i bilag 6.1 forslag til emner på bestyrelsens seminar i oktober 2016.

Til bestyrelsens orientering vedlægges i bilag 6.2 et notat om årets optag.

De nye studerende er begyndt på deres introforløb. I den forbindelse – og som opfølgning på sidste års eksempler på krænkende adfærd i forbindelse med en introtur – vedlægges en orientering om de tiltag, der er sat i værk siden sidste år for at få en bedre og mere respektfuld afvikling af introforløbende (bilag 6.3).

Til bestyrelsens orientering vedlægges et kort oversigtsnotat om hvilke uddannelser, der påtænkes oprettet og nedlagt, samt et bilag om principperne for oprettelse og nedlæggelse af uddannelser på CBS. Direktionen drøfter de påtænkte tiltag med Akademisk Råd d. 25. august. Akademisk Råd har fået et mere fyldestgørende materiale.

Endeligt vedlægges direktionens aktivitetsrapport fra august 2016 til orientering.

Bilag:

6.1 Bestyrelsens seminar d. 12.-13. oktober 2016, Bernstorff Slot

6.2 Optag 2015

6.3 Initiativer vedr. Intro på CBS

6.4 Suggestions for establishment and discontinuation of pro-programmes

6.5 Aktivitetsrapport, august 2016

Møde i CBS bestyrelsen / 31. august 2016



Bestyrelsen

Bestyrelsens seminar d. 12.-13. oktober 2016, Bernstorff Slot

Følgende emner er på tegnebrættet til bestyrelsens årlige seminar:

Debat med Ulla Tørnæs

Som med Esben Lunde Larssen på seminaret i 2015. Ministerens deltagelse er bekræftet, det endelige tidspunkt for hendes deltagelse (1 time) er dog ikke fastlagt. Emne er heller ikke fastlagt. Men styringseftersyn og bevillingsreform er de to store politiske projekter på universitetsområdet i øjeblikket.

CBS' Strategirevision

Bestyrelsen præsenteres for udkast til strategi på sit møde d. 31. august. Der kan meget vel være behov for en endelig drøftelse på seminaret. Til seminaret lægges der op til at strategien lukkes og vedtages, samt processen for udarbejdelse af handleplaner drøftes og godkendes.

BiS platform evaluering

BiS platformskonceptet er pt. under evaluering. Resultater fra evalueringen forventes at kunne fremlægges og drøftes med bestyrelsen i oktober. Det kan overvejes at invitere ledere fra de nuværende platforme.

CBS økonomi

Der fremlægges opdateret flerårsbudget (økonomisk balance 2019) efter fremlæggelsen af regeringens finanslovsforslag og oktoberopgørelsen af STÅ-produktionen. Ligeledes fremlægges skitsebudget for 2017, samt udvalgte analyser.

Det "lette" indslag: CBS' historie ved Kurt Jakobsen

Professor og virksomhedshistoriker Kurt Jakobsen er tæt på at færdigøre sin bog om CBS' historie. Bogen udkommer i jubilæumsåret 2017 og er blandt andet finansieret af DSEB. Hvis har Kurt Jakobsen har mulighed kunne en præsentation være en mulighed for et indslag sen eftermiddag eller aften.

Optag 2016

CBS har i lighed med de senest tre år holdt det samlede optag på studierne konstant. Fordelingen af pladser på de enkelte uddannelser fastlægges efter en vurdering af kapacitet, og efterspørgsel hos de studerende og på arbejdsmarkedet.

På grund af lukningen af sproglinjerne er optaget på bachelor reduceret lidt, mens det er øget på kandidat, bla. til den nye uddannelse I Health Innovation sammen med KU, ligesom vi imødekommer stigende interesse for overbygningerne på kombinationsuddannelserne.

Adgangskvotienterne til bachelor er igen steget de fleste steder (12 uddannelser). Der er enkelte uddannelser med fald, men det er så små fald (under en halv karakter) at det er vanskeligt at tolke på de bevægelser. Det ser ud til at en del af de studerende, der er interesserede i fransk, tysk og spansk har valgt Business, Language & Culture (SPRØK) som har oplevet stigende interesse og stigende kvotient.

Højeste kvotient på CBS – og i hele landet – er 12,2 på BSc in International Business, og CBS har tre uddannelser med i top 5 i Danmark.

Det kan bemærkes at vores største og mest populære bacheloruddannelse HA, igen har oplevet en stigende kvotient og nu har en kvotient på 9,3. HA er bestemt ikke længere en sikker fall back mulighed, hvis man bliver afvist til andre CBS uddannelser. Det mærkes på de studerende vi får ind, men det mærkes også på henvendelser fra ansøgere og forældre, der ikke kan forstå, at der slet ikke er nogen steder hvor de kan komme ind på CBS.

Laveste kvotient på CBS er 8,1 på turisme linjen på HA-SEM. Dette svarer til en kvotient på 7,5 uden "hurtigt-i-gang bonus". Den laveste adgangskvotient på CBS er dermed et stykke over gennemsnittet af alle studentereksaminer.

CBS har fortsat en relativ stor andel af pladserne afsat til kvote II, hvor andre erfaringer kan tages med i betragtning (uden at karakterer dog er ligegyldige). Samlet set afviser vi mange meget kvalificerede studerende.

24.. august 2016

Copenhagen Business School

Dekansekretariatet for uddannelse

K.1.68

2000 Frederiksberg

wm

wm.edu@cbs.dk

Kvotienter 2016 og 2015

Uddannelse	2016	standby	2015/16	2015	standby
HA	9,3	8,8	0,2	9,1	8,7
HA(it.)	8,4	8,3	0,4	8,0	7,6
HA(jur.)	9,0	8,7	0,3	8,7	8,6
HA(mat.)	8,6	NA	0,5	8,1	NA
HA(fil.)	8,7	8,4	-0,4	9,1	8,5
HA(kom.)	9,6	9,3	0,2	9,4	9,1
HA(psyk.)	9,8	9,6	-	9,8	9,4
HA i projektledelse	11,7	11,4	0,4	11,3	11,0
BA i europæisk business	9,3	8,2	0,1	9,2	NA
BSc Business, Language and Culture	9,1	NA	0,7	8,4	NA
BSc International Business	12,2	NA	-0,1	12,3	NA
BSc Int. Business and Politics	11,8	NA	0,1	11,7	11,3
BSc Bus Adm. and Sociology	10,8	NA	-	10,8	10,5
BSc Bus Adm and Service Management	9,3	NA	0,7	8,6	NA
<i>Retning: ARTS & CULTURE</i>	9,3	NA	0,7	8,6	NA
<i>Retning: TOURISM & HOSPITALITY</i>	8,1	NA	-0,4	8,5	NA
<i>Retning: SERVICE & INNOVATION</i>	8,8	NA	0,7	8,1	NA
Asian Studies Programme - Chinese	9,1	NA	0,8	8,3	NA
BA i engelsk og organisationskom.	8,5	7,9	-0,4	8,9	8,6
BA i interkulturel markedskom.	10,1	9,2	-0,1	10,2	NA
BA Information Management	8,5	NA	0,5	8,0	7,7
BSc International Shipping and Trade	10,8	NA	-0,1	10,9	10,5

Antal pladser bachelor

Optagelsesområde	Samlet antal pladser	Estimat 1/10 2016	Reelt 1/10 2015
Erhvervsøkonomi, HA	700	621	636
Erhvervsøkonomi-informationsteknologi, HA (it.)	110	104	107
Erhvervsøkonomi-erhvervsret, HA (jur.)	215	198	197
Erhvervsøkonomi-matematik, HA (mat.)	95	90	89
Erhvervsøkonomi-filosofi, HA (fil.)	75	71	72
Erhvervsøkonomi-virksomhedskom., HA (kom.)	160	150	150
Erhvervsøkonomi-psykologi, HA (psyk.)	160	151	148
Erhvervsøkonomi, HA (Projektledelse)	90	86	85
Europæisk business	110	101	137
Business, Language and Culture (SPRØK)	160	131	134
International Business	180	164	158
International Business and Politics	140	124	122
Business Administration and Sociology	70	60	59
Business Administration and Service Management	200	171	177
Asian Studies Programme, Japanese/English	0	0	20
Asian Studies Programme, Chinese/English	70	54	50
Engelsk og organisationskommunikation	120	107	104
Interkulturel markedskommunikation	150	141	179
Information Management	60	50	52
International Shipping and Trade	55	50	52
Samlet	2920	2624	2728

Antal pladser kandidat

	Antal pladser 2016	1/10 2015
CM	1460	1405
SOC-HRM	90	107
SOC-CBP	80	72
SOC-PKL	70	58
SOC-OIE	80	96
SOC-SEM	70	68
IBP	90	73
OECON	50	31
CM-IT		
<i>EBUSS</i>	<i>80</i>	<i>83</i>
<i>EBUSS vinteroptag</i>	<i>85</i>	<i>86</i>
<i>IT</i>	<i>80</i>	<i>80</i>
CM-AUD	230	220
<i>AUD heltid</i>	<i>*</i>	<i>131</i>
<i>AUD deltid</i>	<i>*</i>	<i>89</i>
CM-BIO	30	33
SOC-PMSD (Kina)	15	23
IHC	50	na
FIL	40	30
JUR	130	121
KOM	220	208
MAT	55	50
PSYK	85	63
BLC	120	129
IBC	190	212
CLM	0	53
	3400	3301

* fordelingen af cand.merc.aud studerende på heltid og deltid er endnu ikke kendt.

Baggrundsdata vedr. bacheloroptaget

Top 5 – adgangskvotienter kvote 1

1	12,2	International Business	CBS
2	11,9	Molekylær biomedicin	KU
3	11,8	International Business and Politics	CBS
4	11,8	Prof.bachelor i Computer Science*	CBA
5	11,7	HA (Projektledelse)	CBS

* Uddannelsen er dimensioneret, men havde mange på stand by plads sidste år, hvilket har fået kvotienten kunstigt højt op i år.

Udd. baggrund	2016	2016	2015	2015
DK stx	1250	48,5%	1403	50,1%
DK hf	125	4,9%	123	4,4%
DK hhx	746	29,0%	720	25,7%
DK htx	24	0,9%	32	1,1%
DK andet	3	0,1%	0	0,0%
Norden	201	7,8%	238	8,5%
International eksamen	40	1,6%	73	2,6%
Øvrige EU/EØS	137	5,3%	152	5,4%
Ikke-EU/EØS	50	1,9%	57	2,0%
	2576		2798	

Dansk gymnasial i alt	2148	83,4%	2278	81,4%
Ikke-dansk gymnasial i alt	428	16,6%	520	18,6%
	2576		2798	

Køn				
Kvinder	1218	47,3%	1378	49,2%
Mænd	1358	52,7%	1420	50,8%
	2576		2798	

Statsborgerskab				
DK	2192	85,1%	2337	83,5%
Norden	197	7,6%	232	8,3%
Øvrige EU/EØS	151	5,9%	188	6,7%
Ikke-EU/EØS	36	1,4%	41	1,5%
I alt	2576		2798	

Baggrundsdata – bacheloroptaget, dansk gymnasial uddannelse

Færdiggørelsesår	2016	2016	2015	2015
2016	425	19,8%		
2015	998	46,5%	515	22,6%
2014	513	23,9%	1005	44,1%
2013	97	4,5%	476	20,9%
2012	48	2,2%	139	6,1%
2011	26	1,2%	57	2,5%
2010	10	0,5%	29	1,3%
2009	6	0,3%	14	0,6%
Tidligere år	25	1,2%	43	1,9%
	2148		2278	

Kvikbonus	2016	2016	2015	2015
Med kvikbonus	1941	90,4%	1999	87,8%
Uden kvikbonus	207	9,6%	279	12,2%
	2148		2278	

Kvotient uden kvikbonus	2016	2016	2015	2015
12,0-12,7	24	1,1%	18	0,8%
11,0-11,9	242	11,3%	205	9,0%
10,0-10,9	367	17,1%	373	16,4%
9,0-9,9	584	27,2%	530	23,3%
8,0-8,9	554	25,8%	578	25,4%
7,0-7,9	204	9,5%	319	14,0%
6,0-6,9	90	4,2%	136	6,0%
5,0-5,9	50	2,3%	69	3,0%
4,0-4,9	23	1,1%	25	1,1%
3,0-3,9	9	0,4%	22	1,0%
2,0-2,9	1	0,0%	3	0,1%
	2148		2278	

Region				
Hovedstaden	1227	57,1%	1265	55,5%
Sjælland	421	19,6%	471	20,7%
Syddanmark	232	10,8%	246	10,8%
Midtjylland	187	8,7%	191	8,4%

Nordjylland	65	3,0%	52	2,3%
Ukendt	16	0,7%	53	2,3%
	2148		2278	

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Copenhagen Business School

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INITIATIVER VEDR. INTRO PÅ CBS

I forbindelse med initiativet "Ny Start" vedrørende intro på CBS har den nedsatte arbejdsgruppe med Prodekan Annemette Kjærgaard i spidsen sat følgende initiativer i gang for at ændre på den kultur, der ser ud til at være blevet en del af introaktiviteterne på CBS igennem de forgange år.

Arbejdsgruppen består af repræsentanter for interessenterne for intro:

Annemette Kjærgaard, Prodekan for læring

Edward Ashbee, Studieleder for bachelor- og kandidatuddannelsen i International Business and Politics

Thomas Gylling, Studievejleder

Daniel Skov Andersen, Formand for CBS Students

Troels Egholm, Programme manager for International Business

Birgitte Saxtorph, Koordinator og projektleder for intro og sekretær for gruppen

Initiativer

- Der er, fra og med 2016, blevet ansat lønnende introadministratorer på alle bachelorintroforløb. Formålet er at gøre sammenhængen mellem studienævn og intro tydeligere, ved at de studerende, der har påtaget sig ansvaret overordnet for intro på deres uddannelse, bliver ansat af studienævnet til at stå for introaktiviteterne. Hermed er intro ikke længere kun båret af frivillige kræfter.
- Der er indført et obligatorisk seminar for introadministratorerne, hvor de bliver klædt på til at håndtere den administrative udfordring introaktiviteterne er, samt rustet til at kunne forklare og håndhæve reglerne for god opførelse blandt introvejlederne.
- Der er indført obligatoriske uddannelsesdage for alle introvejledere, hvor regler for god opførelse gennemgås, og de

bliver undervist i, hvordan de skal håndtere kritiske situationer under introaktiviteterne.

- Alle studerende involverede i introaktiviteterne underskriver Code of Conduct, der beskriver, hvordan introvejlederne skal opføre sig under introaktiviteterne. De underskrevne Code of Conducts opbevares af studierne.
- Hytteturen er blevet forkortet fra op mod 5 overnatninger til højst 3 overnatninger. Undervisere kan i højere grad byde ind med faglige aktiviteter, når større dele af intro er henlagt til fysisk at foregå på CBS.
- Samtidig er stærk spiritus blevet forbudt på hytteturen, der må kun medbringes og drikkes spiritus på under 16 %.
- Der er kommet yderligere fokus på, at alkohol ikke må være det bærende element i introaktiviteterne, og det er blevet indskærpet at der må ikke drikkes alkohol før efter kl. 17.00 under hele det officielle program under intro.
- Lige efter de nye bachelorstuderende har sagt "ja tak" til deres tilbudte studieplads, modtager de en mail i deres CBS inbox. Her står der beskrevet, hvad CBS forventer af introarrangementerne og hvordan reglerne for god opførelse er. De nye studerende bliver også informeret om "Code of Conduct" som introvejlederne har underskrevet. På den måde ved alle deltagere i introaktiviteterne, hvad der er tilladt, og hvad formålet med introaktiviteterne er.
- Evaluering af intro er fornyet, herunder med spørgsmål om hvorvidt deltagelsen i de sociale aktiviteter føltes frivillig og om der var aktiviteter, der overskred de studerendes grænser. Samtidig bliver de nye studerende også spurgt om hvorvidt de følte at "Code of Conduct" for introvejlederne blev overholdt.
- Introforløbet har været på dagsorden ved studieledermøder og studieadministrationsmøder, hvor det er blevet understøttet at intro er en del af studienævnets aktiviteter, hvilket betyder, at studienævnet skal se og godkende hele programmet for introaktiviteterne. Det betyder også, at studienævnet i højere grad skal være inde over planlægningen af programmet og at forbindelsen til de lønnede introadministratorer er tættere.
- Reglerne for intro er skriftligt blevet meldt ud til studienævnene fra udd dekanatet og er blevet lagt på share.
- CBSStudents har skrevet ud til alle introvejledere med opfordring til at tage reglerne alvorligt og respektere stramningerne.
- Kontakten mellem studienævn og introadministratorer fortsætter også efter afslutningen af aktiviteterne, da studienævn og introadministratorer vil gennemgå evalueringerne af programmet.
- Der er sat større fokus på, hvad acceptabel opførelse er samt de etiske grundregler, når man som introvejleder bliver rollemodel for de nyoptagende bachelorstuderende.
- CBS' juridiske afdeling vil sammen med repræsentanter fra arbejdsgruppen gennemgå alle evalueringer med henblik på at sikre sig, at der ikke optræder hændelser, som CBS ikke kan stå inde for.
- Dispensationsansøgninger om at drikke alkohol på bustur inden kl. 17.00 er blevet afvist.

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- Mail til PM'erne om at de skal gøre introvejerne opmærksomme på at private facebooksider som bliver brugt til information om intro og / eller tilmelding, kan opfattes som officielle CBS sider og derfor bør leve op til code of conduct.
- Udsendelse af regler lige op til introstart i kort form til alle introvejledere.
- Artikel om regler på intro i magasin rettet mod de nye studerende.

På vegne af Arbejdsgruppen



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Copenhagen Business School

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SUGGESTIONS FOR ESTABLISHMENT AND DISCONTINUATION OF PROGRAMMES

According to the CBS bylaws, the decision on which programmes to offer shall be made by the President, while the Academic Council acts as an advisory body.

There are three suggestions for establishment and discontinuation of programmes

1. Establishment of a new flexible master programme within the management area directed at the private sector.

DIR thinks the description of the new programme is promising and finds that the programme could strengthen CBS' position on the market for management programmes. DIR therefore supports that the possibility of a new flexible master programme is investigated further and that we apply for approval in the ministry (RUVU – Det rådgivende udvalg for vurdering af udbud af videregående uddannelser). A final decision will be made when the competition in relation to other part-time CBS programmes and the financial implications are clarified.

2) Closing down the present Master of Public Administration (MPA) programme.

Since the success of the MPG programme it has become increasingly difficult to place the MPA-brand in the market. It is suggested to close down the present MPA programme and build a cohort-model into the MPG-programme. Furthermore, we will analyse the market potential for an International Executive MPA programme. If this leads to the suggestion of establishment of a new MPA programme, this will be presented to the council.

3) Closing down HA-entrepreneurship specialization

The strategy group on entrepreneurship suggests that we offer a minor in entrepreneurship to all bachelor students. Some years ago we tried to establish an entrepreneurship bachelor programme. However, this was not approved by the ministry. Instead, we have been offering a specialization at the HA programme. This specialization has not been as popular as expected, and a minor in entrepreneurship will then replace the HA specialization.



22 August 2016

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Establishment and discontinuation of programmes

According to CBS' bylaws of 28 February 2012, the establishment and discontinuation of programmes is no longer a concern of the CBS Board of Directors. CBS is thus consistent with the practice of other Danish universities. According to the bylaws, the decision on which programmes to offer shall be made by the President, while the Academic Council acts as an advisory body. Naturally, other stakeholders at CBS should be included in these significant decisions. Below is a description of the criteria for establishment and discontinuation of programmes and how the decisions are made.

Criteria for the establishment and discontinuation of programmes

The described criteria are in accordance with the Board' documentation requirements for new programmes of 12 December 2007, and they are in accordance with the Danish and international accreditation requirements.

1. There should be an overall and a specific need among recruiters. We must establish a dialogue with recruiters to document that the graduates are employable, and a societal need to justify the societal investment must also be demonstrated.
2. There must be an adequate number of qualified applicants for the new programmes.
3. CBS is mainly financed by the Danish state. Thus, taxpayer-funded programmes must be relevant to the Danish business community and young people in Denmark - but not entirely.
4. There must be an academic basis at CBS. For the programme to be offered, there must be an academically relevant research background.
5. The necessary capacity to implement the programme must be present (staff, class rooms, IT, etc.)
6. The programme must be part of what we at CBS consider a business school - a dynamic concept, which we take part in developing.
7. New programmes must live up to the above, and apart from that, be distinct from the existing programmes. Furthermore, it must be possible to make a realistic plan for marketing, financing and staffing of new programmes.

Whether the individual programme or the individual programme proposal live up to these requirements will be based on a specific assessment - and also reflect an order of priorities.

Decision to establish new programmes

CBS must constantly keep its "services" up-to-date to meet the needs of society. This is of course part of the ordinary quality development, but it is also necessary to adjust the programme portfolio on an ongoing basis. This process can thus be divided into three stages.

a. **The concept stage**

It is important that we ensure the best environment and processes to gather, exchange and develop concepts for new programmes. Students and employees must be included in this process. Furthermore, we should aim to establish a dialogue with national and international peers and recruiters and seek their input. Academic staff who develop concepts for new programmes should contact the Dean of Education as soon as possible in the process. The Dean supports the development processes and provides advice on procedure and strategy.

b. **The consultation stage**

When ideas become actual proposals, their viability must be tested, cf. the above criteria. The submitted proposals must be presented to the Academic Council. Before the presentation, relevant academic assessments and the reaction of any recruitment panels must be in place. The Academic Council must make a statement on both the quality and the relevance of the individual programme and the general programme portfolio. The Dean of Education will submit the proposals to the Academic Council well in advance of the submission deadline of ACE Denmark.

c. **The decision stage**

On the basis of the above, the Direktion will discuss the programme proposal, and the President shall decide which programmes should be presented to ACE Denmark with a view to approval.

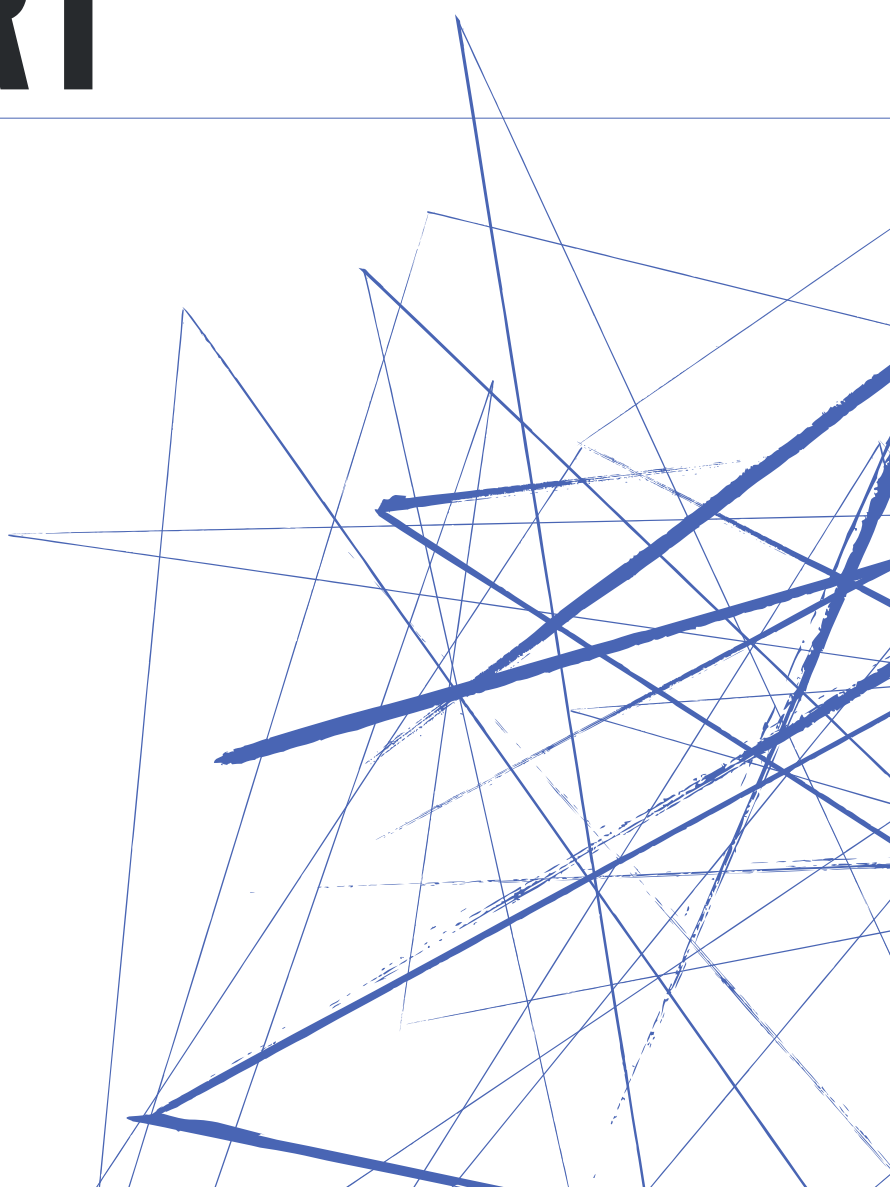
Discontinuation of programmes

Discontinuation of programmes follow the principles in the criteria and the procedure. Naturally, the concept stage is not needed in connection with discontinuation of programmes, just as the decision process can be shortened. If necessary, the consultation process can be limited to only the Academic Council.

When a programme is discontinued because they no longer live up to one or several of the above requirements, we have a special commitment to ensure a proper phaseout of the programme, not least out of consideration for the students. When the decision to discontinue a programme is made, it often takes up to 6-7 years before the last student is out of the system. We are committed to ensure that the students are able to complete their programme, including the number of exam attempts that they are entitled to.

ACTIVITY REPORT

AUGUST 2016



RESEARCH

Together with three colleagues, Mari-Klara Stein, Assistant Professor (ITM) received the award "European Research Paper of the Year" for her research

Mari-Klara Stein and three of her colleagues (Sue Newell, Sussex University, Erica L. Wagner, Portland State University and Robert D. Galliers, Bentley University) received the award "European Research Paper of the Year" for their study "Coping with Information Technology: Mixed Emotions, Vacillation, and Nonconforming Use Patterns", published in the journal MIS Quarterly in 2015.

[Read more about the Nykredit Prizes](#)

Activity Report
August 2016

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CBS establishes a Centre for Business Data Analytics. The mission is to turn big data into business assets for Danish companies

Center for Business Data Analytics (cbsBDA) at the Department of Information Technology Management of the Copenhagen Business School conducts transdisciplinary basic research at the socio-technical intersections of computer science and social science with specific applications to managers in companies, teachers in schools and residents in cities.

cbsBDA's basic research programme is aimed at modelling and explaining socio-technical interactions using set theory. The center's applied research program seeks to design, develop and evaluate big data analytics applications for managers (descriptive, predictive, and prescriptive analytics), teachers (teaching analytics and learning analytics), and citizens (public health analytics).

Read more about the center: <http://www.cbs.dk/en/research/departments-and-centres/department-of-it-management/center-business-data-analytics>

Professor Michael Mol becomes a member of the editorial board of the Academy of Management Journal

Michael Mol has become a member of the Editorial Board of the Academy of Management Journal from July 1st 2016. He will be on the board for an initial three-year time period.

The Academy of Management Journal is considered to be one of the leading journals for business and management.

Read more about [The Academy of Management Journal](#)



Danish Council for Independent Research grants funding to CBS for DKK 12 million

The Danish Council for Independent Research has granted funding in accordance with the announcement in 2015. The council has granted CBS funding for three large projects and a research visit in USA worth DKK 12.5 million. CBS has received funding for Lene Holm Pedersen, Professor (DBP), for the project 'Rewards at the Top', for Lars Peter Østerdal, Professor (ECON), for the project 'Normative Foundations and Behavioral Implications of Non-Market Allocation' (NORMA), and for Dorte Lønsmann, Assistant Professor (IBC), who is partner in the project 'Transient Multilingual Communities and the Formation of Social and Linguistic Norms'. The project is coordinated by Janus Mortensen, Professor at the University of Copenhagen.

Anna Leander, Professor with special responsibilities (MPP), has received funding for a research visit at Cornell University, USA in connection with the project 'Political Military Companies: Commercializing the Military/Militarizing Politics?'

In addition, Ramona Westermann, Assistant Professor, has received a Sapere Aude Research Talent prize. Every year, the Danish Council for Independent Research grants the award for young talented researchers. The recipients are selected among the researchers who have received an individual Postdoc scholarship from the Council in the same year.

Larger international grants in spring 2016

International grants for CBS have year-to-date risen significantly compared to both 2014 and 2015. Three projects account for the majority of the grants. Two of them are funded by public Nordic sources and one by a private American organisation.

Wencke Gwozdz, Associate Professor, and Esben Rahbek Gjerdrum Pedersen, Professor, (ICM) participate in the project MISTRA Future Fashion II, which has received more than SEK 40 million from the Swedish Foundation for Strategic Environmental Research. The project is a large interdisciplinary project in collaboration with H&M and others. Silviya Svejenova Velikova, Professor with special responsibilities (IOA), has received a grant from the Norwegian Research Council for the project 'SMAP - Merke for god arbeidsplassarkitektur.' Finally, Luise Noring, Assistant Professor (ICM), has received funding from the private American think tank Brookings Institute for a project about cities of the future.

[Read more about MISTRA Future Fashion II](#)



Manuele Citi, Associate Professor (DBP), receives the SAGE Award for best research article about European politics in 2015

The EU is accused of being technocratic and for not being transparent. A CBS researcher now gives a suggestion to why the Danes and the European population should engage in EU politics. Manuele Citi, Associate Professor (DBP), has examined the EU budget of the period from 1979 to 2013. One of his conclusions is that Brussels is far more responsive than most citizens think, especially when it comes to deciding on the spending of the taxpayers' money. That should increase interest in EU politics, he says. Manuele Citi has just won the SAGE Award for the best research article about European politics in 2015.

Read more: <http://www.cbs.dk/forskning/institutter-centre/departement-of-business-and-politics/nyheder/manuele-citi-modtager-udmaerkelse-artikel-european-union-politics>

The Danish Industry Foundation grants DKK 20 million for a new centre for innovation and CBS. The aim is to make Danish companies more competitive

Innovation is a crucial driver for increased Danish competitive power and productivity. For this reason, the Danish Industry Foundation has decided to support the establishment of a new centre, the Centre for Innovation, under the Department of Economics, with DKK 20 million. The centre is placed at CBS, but also involves the University of Southern Denmark and the Danish Technological Institute.

The Director for the Centre for Innovation will be Anders Sørensen, Professor. The centre will be divided into four pillars to maximise the effect for companies. Quantitative studies, interactive studies, tools, and network building. The aim of the project is to increase awareness of the company's own innovation efforts, to be able to assess the impact of potential corporate innovation initiatives, and to be able to guide the companies further in the process towards better innovation competences. An important focus point is to identify the most significant barriers for the companies' innovative projects to start breaking them down.

Read more: <http://industriensfond.dk/CFI>



Two articles receive the 2016 Emerald Literati Network Awards for Excellence

Two articles, both co-authored by faculty members at the Department of Operations Management, have been awarded the 2016 Emerald Literati Network Awards for Excellence.

The first article, written by Árni Halldórsson, Juliana Hsuan and Herbert Kotzab, is titled Complementary Theories to Supply Chain Management Revisited – From Borrowing Theories to Theorizing (<http://dx.doi.org/10.1108/SCM-06-2015-0228>). It received a Highly Commended Award from Supply Chain Management: An International Journal.

The second article, written by Jan Simon Raue and Andreas Wieland, is titled The Interplay of Different Types of Governance in Horizontal Cooperations: A View on Logistics Service Providers (<http://dx.doi.org/10.1108/IJLM-08-2012-0083>). It received a Highly Commended Award from the International Journal of Logistics Management.

For more information visit:

<http://www.emeraldgrouppublishing.com/authors/literati/awards.htm?year=2016>



Stable number of applicants - higher entry requirements

As previously mentioned, CBS' student intake is fairly constant. The distribution of places in the programmes are laid down in accordance with capacity, student demand and the job market situation.

Due to the termination of the language programmes, the bachelor intake has declined a little, while the master student intake has risen, also for the new Health Innovation programme, which is a partnership with the University of Copenhagen.

Again, the entry requirements have gone up in most places (12 programmes). A few programmes have experienced small declines below half a grade, which is difficult to conclude anything from. It seems like a part of the students, who are interested in French, German and Spanish have chosen Business, Language & Culture (SPRØK), which has experienced an increase in both interest and entry requirement.

The highest entry requirements at CBS - and in the entire country - is 12.2 for the BSc in International Business, and CBS has three programmes in the Danish top 5:

12.2: International Business – CBS

11.9: Molecular biomedicine – University of Copenhagen

11.8: International Business and Politics – CBS

11.8: Prof.bachelor in Computer Science – Copenhagen Business Academy

11.7: BSc in Project Management – CBS

The lowest requirement at CBS is 8.1 for the BSc in Service Management, Tourism and Hospitality. This corresponds to a GPA of 7.5 without the bonus students get for starting their studies immediately. The lowest requirement at CBS, however, is well over the average of all upper secondary examinations.

CBS still reserves a relatively large share of the places to quota 2 applicants, the application group for students who need to be assessed on other factors than their GPA (their grades are still important, though).

The students we enrol are generally very skilled, however, we do reject a lot of very qualified students who would be able to complete a programme with a good result. We are often asked why we do not enrol more students, now that the job market situation is so favourable. Our answer is obviously that we simply do not have the teaching resources or the classroom capacity for more students. If the students are going to meet a researcher once in a while, we cannot enrol more students with our current number of academic staff.



Students receive a physical acceptance letter

There has been some puzzlement over why we cannot give the students a electronic response to the applicants. CBS wishes to use an electronic applicant system like the one for the master programme applications. It is, however, not as easy as it sounds, as the system has to interact with the programme administration system. CBS also receives many applications from international applicants, for which reason the e-Boks solution will not work in this case. As an electronic malfunctioning system is worse than our current solution, we chose to hold on to the old method, just to be safe.

Students who have not received a letter by post have been able to contact bachelor admissions and get a confirmation by mail. For security reasons, we never provide that kind of sensitive information over the telephone.

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Diploma programme enrolment

In general, enrolment is increasing, partly because enrolment in both single courses and the whole graduate certificate programme (HD1) is increased, and partly because we have increased enrolment in the single courses in the graduate diploma programmes (HD2). In addition, some of the specialisations lose a lot of students along the way, for instance the graduate diploma in organisation and management, and some are experiencing a larger student interest, for instance SCM and Accounting (due to single course students). The online programme offer is stagnating a bit after years of progress.

We are pleased that the new Innovation Management specialisation is launched, and it is a quantum leap that we can present a new English-taught specialisation with a new target group.

However, the overall impression of the enrolment is both positive and negative, since the graduate diploma programmes are experiencing difficulties, while graduate certificate enrolment shows a continued interest in the diploma programmes.

	03/08/15	01/08/16
Graduate certificate (HD1), attendance	452	502
Graduate certificate (HD1), whole programme, online	67	65
Graduate certificate (HD1), single courses	628	684
Graduate diploma (HD2), whole programme	733	654
Graduate diploma (HD2), single courses	132	224
Total	1970	2129

International Summer University Programme - ISUP

CBS offers the ISUP to students every year. The courses serve several important purposes. It is a way of attracting students from the good MBA schools so we can send our students there, it works as a supplement to students who need a specific course to get access to the master programmes, and finally, it is a kind of third semester, which students, who lack a course because of exchange, failure to pass the exam or the like, can use to stay in the loop.

There are approx. 2000 registered students, and about one third are international students from 52 different countries. The largest group are Germans (162), 84 come from the USA, 47 from Italy, 31 from China and 30 from Norway.

The ISUP faculty come from good partner universities and are willing to come to Copenhagen to teach classes during the summer. There are 24 courses at bachelor level and 16 at master level. There is a wide range of courses with the most mainstream courses in business administration at bachelor level; at master level the courses are more specialised and/or interdisciplinary.

The number of participants per class is quite high this year; approx. 80 on average. This is both due to economy, however, there has been a higher number of applicants than expected this year.

Status of the study progress reform

Summer 2016 is the first summer to see a completely rolled out study progress reform, and thereby also the first time where all master students have had to submit their master thesis at the same time.

The reform tightening also applies to "old" students who are yet to complete and submit their theses, which means that we have had to process an extraordinarily large amount of theses this year.

This has been a tremendous challenge, both in terms of teaching and administrative capacity. Even though we have experienced difficulties along the way, we have also been able to throw a "thesis submission party" to celebrate the relieved master thesis students. The deadline for timely submission of the thesis in 2016 was 17 May, which meant that the oral defence and the assessment took place before 30 June. This year, 1350 of the master students who began their studies 2 years ago submitted their theses, while almost 1300 submitted a contract, but postponed their submission to September (and used one exam attempt). We expect that the vast majority of these students will submit their theses in September. Also it should be noted that the students who submitted in due time under the "old" rules did that during the summer and thus graduated in September. We therefore still expect that the thesis procedure will improve the students' study duration significantly. However, the effect of the clean-up in the theses submitted by "old" students, which is a positive thing in itself, may not become apparent right away.



This year, the rules have changed once again, and the reform has been adjusted to give universities a little more elbow room, but the financial requirements have not changed. CBS will thus continue to place a focus on the completion rate.

We have had a lot of concerns whether the possibility to take supplementary courses would disappear. The new rules meet us somewhere along the way and means that you can take supplementary courses worth 30 ECTS, and this must be done before completing the bachelor degree. This means that previous education and courses along with the bachelor studies may be included. It is also possible to take supplementary courses worth 15 ECTS after being admitted, but only if they are guaranteed a place. In the future, all supplementary courses require a tuition fee.

Most of our own students do not need to take supplementary courses, if they want to change their profile, as they take the courses they lack as elective courses, however, the new (re-established) rules imply that students coming from other places still can take the courses they lack. It is no longer possible to qualify by means of activities after having completed the bachelor degree (e.g. a year at another university), which is strange, however, it does not affect a large number of students. The largest disadvantage is probably that the new rules are more difficult to explain.

Danish accreditation

At a meeting on 22 June, the Danish Accreditation Council granted CBS a positive accreditation after two years of holding a conditional accreditation.

In its motivation, the Danish Accreditation Council states that the problems that were ascertained two years ago "are being brought into focus in a satisfactory manner". The Council also states that "the implementation of the quality assurance efforts are high quality, which means that CBS' efforts are well-defined and based on a consistent and systematic practice".

The Accreditation Council is thus satisfied with CBS' quality work. The Council also implies that they have found that there are a lot of part-time academic staff, however, as that is primarily a matter of funding, it is not within the powers of the Council.

The accreditation is in force until 2022 and means that CBS has a larger scope for developing new and existing programmes.

In addition to the Danish accreditation, CBS holds 3 international accreditations. Since 2000, CBS has been accredited by EQUIS, since 2007 by AMBA and since 1 August 2011, CBS has held the American AACSB as the first business school in Scandinavia.

After a comprehensive preparation effort, CBS has submitted material to AACSB with a view to re-accreditation.



ADMINISTRATION

Digital exam now implemented at CBS

CBS has implemented the new digital exam platform during summer 2016. "Digital Exam (DE)". DE has been developed in an interdisciplinary partnership between The universities of Aalborg, Copenhagen, Roskilde, Aarhus and CBS. The Technical University of Denmark joins the partnership at the beginning of 2017. The software provider of DE is Arcanic A/S. DE has been developed to meet the joint public digitalisation strategy - including the support of a modern and digitalised approach to assessing and holding exams as well as the optimisation of work routines in connection with the holding and planning of exams.

DE has been tested in two exam terms (winter 2015/16 and summer 2016) primarily in the full-time programmes. During spring 2016, the system was implemented for written on-site exams and master theses. This means that CBS has one central digital exam platform to support most exam types. In the mentioned period, approx. 65,000 grades were given through Digital Exam.

As of autumn 2016, all programmes must use DE for exams. This also means goodbye to digital hand-in via CBSLearn, CBSLearn has been used for digital hand-ins since the beginning of 2013.

My.cbs.dk: CBS' new student intranet is ready for the students

CBS has a new student intranet. My.cbs.dk was launched in June 2016, so CBS now has a new platform that makes it possible to target programme and course communication at CBS' 23,000 students. It has been the aim to make it easier for the individual students to get information and stay informed about what is most relevant to him/her.

The system has been developed and set up on the basis of workshops with both students and staff. We plan a follow-up session with the students during the winter to ensure that the information architecture is adjusted in accordance with the users' actual use.

The replacement also means goodbye to the 11 year old student intranet e-Campus.

New procurement initiatives

Since June 2016, the procurement unit has presented their new procurement initiatives to the organisation. The initiatives were made after the public auditors' visit in 2015 to ensure compliance in connection with purchasing. The initiatives have been well-received. Procurement still needs to present the initiatives to two units in September.



There are new guidelines on Share about purchasing in the individual units/departments. They have all been translated into English.

The new documentation form, which is to be filled out when the amount exceeds DKK 49,999 has also been translated and can be found on Share as of week 33.

EU tender

In June 2016, CBS made an agreement on operations and maintenance of CBS' outdoor areas with the supplier Grøn Vækst A/S, who won the EU tender based on quality and price. This area has not been put to tender before, and CBS used different suppliers to handle operations and maintenance. CBS spent approx. DKK 7,200,000 in the period 2012-2015. The new agreement, which runs from 2016-2020, has an overall value of approx. DKK 2,400,000-

After the EU tender, we have obtained savings of DKK 4,800,000 for the next 4 years (2016-2020), i.e. annual savings of approx. DKK 1,200,000.

Competence strategy

The General Consultation Committee (HSU) has approved a Competence Strategy that covers all of CBS' organization. The strategy has been developed by a task group that consists of Christian Tangkjær, Annemette Kjærgaard, Signe Vikkelsø, Frank Güsmer and Lotte Fredslund-Hansen. It has also been discussed in various groups; focus groups with VIP, TAP and managers, in HSU and with the union representatives. The strategy consists of principles for the competence development and competence landscapes for TAP, VIP and managers. In autumn, HR will gather input from the organization and make an action plan in collaboration with the task group. The Strategy will be on Share in Danish and English by the end of August.



SENIOR MANAGEMENT

New deputy chairman of CBS' Board

At the Board meeting on 27 April, CBS appointed Lisbet Thyge Frandsen as new deputy chairman. Lisbet Thyge Frandsen will act as deputy chairman until the expiry of her term on 30 June 2018. Lisbet is the CEO of the growth company bObles that makes motoric furniture for children.

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CBS joins the People's Meeting on Bornholm

Again this year, Per Holten-Andersen and several CBS researchers participated in the annual People's Meeting at Bornholm between 16-19 June.

See the events where CBS participated: [CBS activities at the People's Meeting 2016](#)

New Director for CBS Business Relations

CBS has appointed Louise Seest as new Director for CBS Business Relations as of 1 September 2016. Louise will be responsible for CBS' collaboration with the private and the public sector.

This newly established position as Director for CBS Business Relations generated a massive interest. Among the triple-digit number of applications, CBS chose 43-year old Louise Seest, Master of Law from the University of Copenhagen, and Journalist from the additional education programme at the Danish School of Journalism.

Louise Seest is currently First Vice President, Head of Change & Leadership Communications in Danske Bank. Before that, she was Head of Communication at Bech-Bruun Law Firm and Communications Manager at the Ministry of Education and the Danish Court Administration, respectively.

Intensified counselling to the large group of 2016 graduates

2016 will make the consequences of the study progress reform even more clear at CBS. Take for instance the fact that around 4000 students may graduate during 2016, which is approx. 75 pct. more than the 2200-2300 students who graduate every year. The Career Centre therefore expects that the extra graduates may face extraordinary challenges finding relevant employment.

Through the past years, unemployment among the recent graduates has been approx. 30 pct, which corresponds to almost 700 graduates without a job after graduation. If all graduates choose to submit their theses at the same time and the job situation remains fairly stable, we are facing 2400 graduates who might find it difficult to land their first job. Even if some students choose to postpone their oral defence, the 2400 students are, however, expected to graduate immediately after 15 January 2017, which is the



ultimate deadline for thesis submission (3rd attempt), and the number will thus reach the 4000 students who are currently enrolled.

Experience shows that it normally takes students 6-9 months from beginning their job search until they land a job. If the recent graduates fail to begin a targeted job search right away, the time until they actually land a job will be prolonged and their chances of employment will be reduced. CBS has therefore initiated a project to intensify counselling of thesis students, offering extraordinary, accessible and flexible counselling for recent graduates by means of open workspaces, tools for efficient and targeted job search and staying motivated, meetings with companies and mentors, and not least specific counselling to match the needs of the individual student. These efforts must ensure that the graduates are well positioned in their job search and land their first full-time job well.

New University Director at CBS

Based on the recommendation of the President and a unanimous appointment committee, the Board has appointed Kirsten Winther Jørgensen as new university director as of 1 August 2016.

After a thorough process to find a new University Director, Per Holten-Andersen, President, and a unanimous appointment committee have found that the best candidate is Kirsten Winther Jørgensen, currently Head of CBS IT. The Board has approved the recommendation of the President and the appointment committee.

Kirsten has a PhD in history from the European University Institute in Florence and has completed the diploma programme (HD) at CBS. Kirsten has profound knowledge of the university sector and CBS, where she has been Head of the Project Management Office, Head of the International Office and for the past 5 years, Head of CBS IT.

CBS Strategy Seminar

On 6 June CBS held a Strategy Seminar for internal and external stakeholders. To further sharpen and advance our mission of being an entrepreneurial and innovative business university, CBS invited companies and institutions to join our Board of Directors, invited researchers and Senior Management, heads, and directors to co-create a reviewing and renewing of our strategic vision. The purpose of this seminar was to get input from business and society on the three transformational initiatives: Cooperation with Business and Society, CBS' Programme Portfolio and Entrepreneurship and Innovation.

After the seminar, the strategy is revised and a first draft will be presented to the CBS Board of Directors on August 31.



Two new department heads appointed

A major round of hiring at CBS in departmental management comes to a close as the Department of Accounting and Auditing and the Department of Economics each appoint new department heads.

This August Professor Carsten Rohde will begin as the new department head at Accounting and Auditing, while Professor Lars Peter Østerdahl will start as the head of the Department of Economics. With their appointment, the team of department heads is again in full force after seven posts were advertised earlier this year.

[Carsten Rohde](#) is from among our own ranks, where he was a professor and director of studies at CBS. His research interests include cost and management accounting in Denmark, advanced cost and management accounting techniques, and management control systems.

[Lars Peter Østerdahl](#) was a professor at the Department of Business and Economics at the University of Southern Denmark. His research interests include design of resource allocation mechanisms, game theory and welfare economics.

In April Professor [Adam Lindgreen](#) was appointed head of the Department of Marketing. Earlier in the year the Law Department, the Department of Strategic Management and Globalization, the Department of Business and Politics, and the Department of Operations Management each appointed [new department heads](#).

Creators Floor Symbion

On 1 September, the office partnership Symbion opens a new entrepreneurial environment together with CBS. Creators Floor will open in refurbished rooms at Howitzvej 60, a central location on CBS Campus among researchers, students and Frederiksberg's business community.

It is the ambition that Creators Floor will house 30-40 entrepreneurs, who, by renting space in the building, may benefit from knowledge sharing and inspiration from other innovative companies. The users will then be able to refine their ideas, business plans and market strategy in a dynamic environment of new and older innovative companies. Even though Creators Floor is expected to attract a lot of entrepreneurial students from CBS, the environment is also open to larger networks from Frederiksberg and the rest of Copenhagen.

The strengthened collaboration with Symbion, including the opening of Creators Floor, is in line with CBS' new strategy for entrepreneurship and innovation, in which bridging the gap between research, education, start-up environments and the Danish business community is in focus. On 14 September 2016, there will be an official opening of the new environment with the participation of Jørgen Glenthøj, Mayor of Frederiksberg, and Per Holten-Andersen, CBS President.



CBS MEDIA COVERAGE

In the period from March 2016 to May 2016, CBS has been covered in the media 5,735 times (63/day). The data come from Infomedia's database, which includes all Danish media, with a search string including "CBS", Handelshøjskolen i København", or "Copenhagen Business School". It is an increase of 12/day compared to the previous quarter. Most publicity came from online media (59%), followed by regional newspapers (16%), national newspapers (12%), local papers (5%), business magazines (4%), news agencies (3%), and radio/TV (1%).

A more qualitative specification, based on the daily media surveillance e-mail without secondary issues and where quoted articles only are included once for the original mention, shows 1325 mentions in the period (15 per day). This is an increase of 2/day compared to the previous quarter. This is distributed on web (46%), national newspapers (27%) - a small decline of 2 percentage point, business magazines (9%), radio and TV (6%), and regional newspapers (7%).

Among the daily newspapers, most publicity is in Berlingske with 26% followed by JP (23%), Børsen (17%), Politiken (14%) and Kristeligt Dagblad (7%).

Among web sources, cbsobserver.dk mentioned CBS the most with 16% of all web publicity followed by finans.dk (6%), dr.dk (5%), business.dk (5%), Finanswatch (4%) and pol.dk (4%).



7. BESTYRELSENS EGEN TID - DRØFTELSE

Med dette punkt gives der mulighed for at bestyrelsen – uden deltagelse af direktionen og evt. tilhørere – internt kan drøfte emner som det ikke tilkommer andre end bestyrelsen selv, at overhøre/deltage i.

Det anbefales, at bestyrelsesmedlemmer, som måtte ønske at tage emner op under dette punkt, kontakter bestyrelsesformanden forud for mødet.

Møde i CBS bestyrelsen / 31. august 2016