

Program for strategiseminar 4. februar 2010

270110

- 1. Velkomst og indledning v. formanden**

Bilag: 1.1 Program for strategiseminar 4. februar 2010

- 2. De fem vejledende principper - orientering**

Formålet med punktet er at give bestyrelsens medlemmer mulighed for at kommentere resultatet af efterårets arbejde med fastlæggelse af de vejledende principper.

Rektor vil indlede punktet med en præsentation af de fem principper og en orientering om, hvordan principperne forventes omsat i praksis internt på CBS.

- 3. Direktionens planer for forårets strategiproces – beslutning**

Direktionen præsenterer forslag til forårets strategiproces, herunder temaer, organisering og tidsplan.

Bestyrelsen bedes drøfte direktionens forslag med henblik på beslutning, således at processen kan iværksættes i nær fremtid.

- 4. Det strategiske review af efter- og videreuddannelsesområdet – orientering**

Boston Consulting Groups strategiske review af efter- og videreuddannelsesområdet (CBS Executive) er nu afsluttet.

Formålet med punktet er at orientere bestyrelsen om resultater og planlagt opfølgning, samt at give bestyrelsens medlemmer mulighed for at stille spørgsmål hertil.

Bilag: 4.1 Strategic Review of CBS Post-Experience Education – Overall findings, January 2010 (BCG)

4.2 Opfølgning på strategisk review af efter- og videreuddannelsesområdet

- 5. Opsummering og afrunding v. formanden**

CBS Guiding Principles

Five principles guide decisions and actions at CBS: *Dedicated to Relevance, Creating Distinctiveness, Committed to Excellence, Rewarding Imagination and Join Us*. Together, these guiding principles express important values in CBS and form the foundation of our strategy.

Dedicated to Relevance is our commitment to blending demand-driven research with scholarship for its own sake. We learn and teach to meet the challenges of today and we seek new knowledge to shape our world tomorrow.

Creating Distinctiveness is our continuous process of redefining and recreating the unique traits that set us apart – the differences that make a positive difference. Our distinctiveness emerges from the constant interactions of diverse people, perspectives and ideas.

Committed to Excellence is our dedication to exceeding our stakeholders' expectations. We measure our performance in education, research and administration, and we make every effort to exceed the highest quality standards.

Rewarding Imagination is our way to energize and enrich our intellectual lives. Academic freedom, strength of argument and transformative action are key to challenging current ways of thinking, developing original ideas and describing the world in new ways.

Join Us is our commitment to strengthen the CBS community. Living by high ethical standards and mutual respect make others want to join us.



Themes for the CBS strategy process

- 1 Sharpening the Research Focus**
- 2 Addressing Grand Societal Challenges**
- 3 Strengthening Regional Leadership and Global Reach**
- 4 Clarifying the Education Portfolio**
- 5 Boosting Executive Education**
- 6 Building Excellent Infrastructure**



1 Sharpening the Research Profile

Basic problem to resolve

What should be CBS' future research portfolio and what should be distinct about it?

Key questions

1. In which fields does CBS have international research standing?
2. What is CBS' standing across its current research fields?
3. How could CBS benefit from expanding into *applied* design, technology and natural science?
4. Should CBS restrict its research profile in order to maintain focus, scale and clarity? If so, which areas could be diminished?
5. What should define the scope of the CBS research portfolio?
6. How does CBS build research environments committed to excellence and relevance: What makes a World Class Research Environment, Center or Department and how is that best nurtured?
7. How should CBS research link with CBS educational programs?

Constraints

...

Team

...



2 Addressing Grand Societal Challenges

Basic problem to resolve

How and in what areas can CBS deliver research that helps resolve fundamental problems for our community, private/public organizations, research institutions and students/alumni?

Key questions

1. What are the major issues faced by organizations and society where CBS has the potential to make a positive contribution?
2. What characterizes problem-oriented research at CBS today: what are the capabilities, how is it practiced and what areas does it cover?
3. What are the topics (problems and opportunities) CBS has the wills and skills to address?
4. What should be the balance between disciplinary (Mode 1) and interdisciplinary (Mode 2) research at CBS?

Constraints

...

Team

...



3 Strengthening Regional Leadership and Global Reach

Basic problem to resolve

How can CBS best define and develop its local, regional and global role with regard to private/public organizations, research institutions and students/alumni?

Key questions

1. What is the natural geographical home market for CBS across private and public organizations, research institutions and students?
2. What model of partnership should CBS aspire for across these stakeholder groups?
3. How do we effectively and efficiently extend our global reach?
4. What are the gaps vs. the aspired role for CBS and what should be done to close these?

Constraints

...

Team

...



4 Clarifying the Education Portfolio

Basic problem to resolve

What should be the portfolio of CBS under graduate and graduate programs and how will our program portfolio be structured?

Key questions

1. What are the global trends in business education today e.g. taught subjects, competition for students, collaboration between schools and program structure?
2. What are the current and future demands from students and organizations on CBS product offering regarding scope, teaching quality and delivery modes?
3. How is the current portfolio of programs performing today vs. anticipated demand and compared with peer institutions?
4. How global and virtual do the portfolio have to be looking ahead?
5. What business knowledge and skills should all CBS students learn in the future?
6. How should CBS balance the Danish education standards with international ones?

Constraints

...

Team

...



5 Boosting Executive Education

Basic problem to resolve

What should be CBS' strategy to boost "executive education" (incl both CBS-SIMI and what remains in CBS)?

Key questions

1. What are the global trends in executive education today e.g. value proposition, subjects, competition, collaboration and program structure?
2. What are the current and future demands from organizations and individuals on CBS product offering regarding scope, faculty kind and quality as well as delivery modes?
3. What should be CBS' aspirations for executive education locally, regionally and globally?
4. What customer segments and needs should CBS serve?
5. What should be the relationship between CBS' executive programs and our wider portfolio of research and education?
6. How should we deliver executive education on campus and off campus?

Constraints

...

Team

...



5 Building Excellent Infrastructure

Basic problem to resolve

How can CBS' university administration become the most effective and efficient in Denmark?

Key questions

1. How can we provide the most user-friendly, scalable and effective business infrastructure to students, faculty and alumni also when they are outside Denmark?
2. What administrative tasks should be (de)centralized? Standardized? Automated?
3. What is the appropriate level of aspiration for CBS' university administration? What are the costs and benefits associated with this?
4. How should student services and student learning environment go virtual so international students and students on exchange and students with disabilities get better access to all services?

Constraints

...

Team

...



Strategy for CBS

**Adopted by the Board of Directors on 19
December 2007**
**Revised by the Board of Directors on 3
December 2008**

Solbjerg Plads 3
DK-2000 Frederiksberg

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

Introduction

The parties involved in the political accord on the university mergers have agreed that an evaluation of the university mergers should be carried out in 2009. The university mergers have intensified international competition, and the challenges and opportunities that arise from international competition require continuous adjustment. At the strategy seminar in September 2008, the CBS Board of Directors decided to revise the strategy it set out in 2006. The strategy paper is divided into three main parts:

22 December 2008
Jnr 04-0063
CA

Finn Junge-Jensen
President

- The three strategic milestones 'Internationalisation', 'Partnership with Business', and 'the Learning University'. These milestones, which describe the overall principles of CBS' development, have served as directions for the past 10 years. The three indicators have been further developed, and new goals have been defined.
- Strategic focus areas that define CBS' interdisciplinary priorities in the period covered by the strategy of developing and strengthening CBS' position with respect to the ambition of being a world-class university.
- Strategies for the areas of research, full-time programmes, continuing and further education as well as CBS' financial basis.

The management group of CBS will develop action plans for research, full-time programmes, continuing and further education, and administrative services, including library services and HR. These action plans will translate the goals defined in the strategy paper into specific, operational objectives. A number of these objectives are included in the Development Contract for 2008-2010.

Strategy for CBS

Vision

CBS educates graduates capable of thinking and acting decisively, who are internationally competitive by virtue of their research-based knowledge, innovative abilities, cultural understanding, and personal leverage.

CBS aims to

- be an internationally recognised business university at a European top level
- offer world-class research environments and programmes
- contribute to new, pioneering knowledge, which can be converted into innovation, competitiveness, and value creation.

CBS' special strength is the unique academic diversity and the ability to create and utilise the synergy potential hereof.

Strategic milestones

The concepts of 'Internationalisation', 'Partnership with Business', and 'the Learning University' have been the overall strategic milestones of CBS for the past 10 years. These perspectives have been developed on a continuous basis.

International profile with national foundation

In an increasingly globalised world, close international cooperation at all levels play a vital role for CBS' possibilities of producing research and education that meet the requirements of the business community.

A strong national foundation in both the university sector and the business community is at the core of CBS' international positioning.

CBS wants to strengthen its international positioning and branding in the following areas:

- CBS will expand its involvement in CEMS and focus on a smaller number of strategic alliances with leading international business schools and universities.
- CBS will increase its cooperative relations to strong academic environments at other Danish universities for the international positioning of research and education.
- CBS will develop the international study environment.
- CBS will strengthen the cooperation on research and education with international businesses.
- CBS will strengthen its position in international rankings of Executive Master's and MSc programmes.
- CBS will develop the linguistic qualifications of teachers, students, and administrative staff to ensure efficient and professional communication in both Danish and English.

Partnership with business and society

A prerequisite for CBS to be able to provide research results and knowledge to companies and organisations is close interaction with the business community

and society. This will generate the exchange of knowledge and experience that ensures the relevance of CBS' research and education.

CBS will strengthen its partnership with the business community and society through the following measures:

- CBS will intensify cooperation with companies and organisations in order to strengthen empirical and practice-related research and education.
- CBS will strengthen its research efforts and the development of relevant, research-based programmes in the field of management and leadership – including the public sector – in close cooperation with the business sector.
- CBS will enhance its dialogue with future employers of its graduates in order to promote their direct involvement in developing and completing CBS' degree programmes.
- CBS will make a targeted effort to strengthen its relations to stakeholders.
- CBS will strengthen the contact with its alumni.

The learning university

The idea of the learning university combines the classic perception of the university as a place of learning and knowledge production and the concept of 'the learning organisation'. The idea entails a focus on the creation of optimal learning environments for students, faculty, and administrative staff with a view to an ongoing innovation and the development of techniques, competences, and knowledge. CBS will form a partnership with the students to develop CBS into a learning-focused university by systematically increasing students' responsibility for their own learning and for study life, campus facilities, opportunities of exchange, internships, and career choices.

Participation in international accreditations and bench-markings strongly contribute to individual and organisational learning.

CBS aims to continue the implementation of 'the Learning University' through the following measures:

- CBS will strengthen the pedagogic and didactic expertise residing with the permanent faculty and part-time lecturers.
- CBS will develop CBS Learning Lab's function to be pivotal to the development of pedagogical and didactic knowledge.
-

- CBS will ensure that all groups of staff and student members of internal councils and boards will have the opportunity of competence development.

Strategic focus areas

In 2008-2009, CBS will focus on three particular strategic areas to develop and strengthen CBS' contribution to the development of the Danish society: Cross-disciplinary cooperation, quality, and HR.

Cooperation across fields and disciplines

CBS' profile is distinctive in that the classic core competences of a business school – business economics - are complemented by an academic scope that includes fields from other social science areas and business humanities as well as from science and technology. This means that CBS' researchers and graduates are able to think and work across disciplines in order to be better equipped to contribute to value creation in companies and organisations, e.g. through increased innovation.

- CBS will strengthen the utilisation of potential academic synergies across degree programmes and research fields and between education and research.

High quality of all activities

CBS' long-standing efforts in quality development and quality assurance have caught external attention, because CBS has been one of the leading actors in several areas.

A high quality in core services is required to attract and retain the best staff and students in an increasingly fierce competitive situation, both nationally and internationally.

- CBS will give priority to participation in international benchmarking projects and accreditations.
- CBS will strengthen its administrative infrastructure.
- CBS will develop and strengthen the area of management information.

HR as a platform for research and education

A decisive prerequisite for implementing CBS' strategy is the ability to attract, retain, and develop highly qualified staff. This involves a softening of the traditional demarcations between groups of staff to make the best use of the individual's competences and to promote opportunities for exciting and challenging tasks for all groups of staff. To achieve this, a reinforced effort in the HR area is necessary.

- CBS will invest in targeted HR efforts with particular focus on developing and supporting managers at all levels.

CBS' research

CBS gives high priority to research communication and stresses the dissemination of knowledge and results to society and the ability to translate breakthroughs in technology, natural science, and health science into business opportunities. At the same time, CBS wants to strengthen its international position through publication of its research results in leading international journals.

CBS' research strategy includes the following elements:

- CBS will continue its efforts in the development of research environments that are either of world-class standard or are assessed to have the potential to become world-class standard.
- CBS will strengthen PhD programmes, including the cooperation with the business community on training of business researchers and DBA's¹.
- CBS will concentrate more on utilising academic synergies across academic fields and disciplines.

CBS' full-time programmes

CBS is Denmark's leading provider to the business community and the public sector of graduates with a research-based business economic or business-humanistic degree.

It is CBS' objective to produce bachelors and masters that possess solid academic and personal competences.

The broad scope of CBS' existing programme portfolio provides a unique basis for developing a limited number of research-based programmes at an 'elite level'. The ambition is to develop individual talent through increased academic differentiation and by expanding the range of choices offered to students.

CBS' strategy for full-time programmes includes the following elements:

- CBS will develop degree programmes that are targeted at particularly gifted students to give them the opportunity to excel.
- CBS will increase its efforts to reduce the drop-out rates and the completion time of degree programmes by creating a qualitatively well-functioning study environment.

¹ DBA = Doctor of Business Administration, a part-time programme offered in accordance with the provisions of the Ministerial Order on PhD programmes.

- CBS will improve students' abilities of gaining practical experience in the course of their studies through student jobs, internships, case competitions, etc.
- CBS will focus on increased utilisation of the qualities and opportunities for streamlining inherent in the broad portfolio of programmes.
- CBS wants to strengthen 'personal leadership' as a competence in graduates.

CBS' continuing and further education

CBS has gathered all its continuing and further education activities in one unit: CBS Executive.

CBS' Executive Master's programmes are targeted at existing and potential managers and leaders.

The perspectives of CBS' Diploma programmes at bachelor level are a development towards serving as a pathway to the master's programmes. This creates a new kind of coherence between programmes.

The third element of CBS Executive is short courses which so far have been tailor-made to the needs of the individual company.

CBS' strategy for continuing and further education includes the following elements:

- CBS will strengthen its marketing efforts with a view to further expansion into the area of continuing and further education.
- CBS wants to establish coherence in the range of offered diploma programmes, Executive Master's programmes, and short courses.
- CBS will expand the range of short standardised courses.

The physical infrastructure

A modern university campus offering an effective and inspiring learning and research environment is becoming increasingly important in the national and international competition for the best researchers and students. Along the same lines, facilities promoting a study environment that offers a wide spectrum of activities and accommodation for particularly international exchange students and visiting researchers will be crucial to ensure CBS' future position.

CBS' strategy for the physical infrastructure includes the following elements:

- CBS will complete the refurbishment of Porcelænsøen and the expansion of Solbjerg Campus.

- CBS will seek to secure the necessary funding to complete the planned projects at Solbjerg Campus: Expansion of facilities for continuing and further education activities (CBS Executive), a students' house, and accommodation for visiting researchers and international students.

The financial basis

An improved and more differentiated basis for funding is necessary to fully realise the ambitions of the strategy, as government funding, which is the majority of CBS' revenue, cannot be expected to match the level of activities that are described in this strategy.

CBS is continuously working on ensuring the best possible application of available resources by prioritising, focusing and streamlining all areas of activity.

CBS' strategy to the financial basis includes the following elements:

- CBS will increase its revenue from fee-paying students on continuing and further education courses and from full-time non-EU students.
- CBS will increase the number of external research grants, including grants from the EU, companies, and private foundations.
- CBS will increase contributions from companies, private foundations, and other non-governmental sources.

Finn Junge-Jensen
President