



# Strategic framework agreement

## 2018-2021

Copenhagen Business School enters into a strategic framework agreement with the Minister for Higher Education and Science.

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Frederiksberg, 1 June 2018

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Copenhagen, 3 July 2018

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Karsten Dybvad  
Chairman of the Board

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Tommy Ahlers  
The Minister for Higher Education and Science



# Strategic framework agreement 2018-2021

The strategic framework agreement includes the strategic goals for Copenhagen Business School's core tasks.

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## **Status and duration**

The strategic framework agreement shall be valid from 1 January 2018 to 31 December 2021.

Both the institution and the Minister shall be entitled to take steps to renegotiate the strategic goals if, for example, the financial conditions of the institution change substantially from what is presupposed, or if new challenges imply that it would be appropriate to change the strategic goals in the agreement. Changes in the agreement shall be agreed upon by the Board and the Minister.

## **Reporting and follow-up on goal compliance**

The institution shall submit an annual status report on the work done with the goals of the framework agreement. The status report shall include an overall evaluation of the perspectives on goal compliance with documentation for the development in the specified indicators. The status report shall also include a description of implemented supportive efforts for goal compliance and an up-to-date, forward-looking action plan that shall demonstrate the institution's foundation for realising the goals.

Indicators with associated specific data sources have been established for each strategic goal. If new relevant data sources that can illuminate the development of a specific indicator are identified during the agreement period, these can replace or supplement data sources in the contract. The application of new data sources in the framework agreement presupposes consensus.

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On the expiry of the agreement, the institution shall assess the final fulfilment of each strategic goal. This shall be based on a review of the development in each of the specified indicators in the strategic framework agreement, including a description of the supportive efforts in the agreement period.

With outset in the institution's reporting, the ministry shall evaluate the overall goal compliance of the framework agreement.

## Strategic goals of the framework agreement

Today, CBS is a highly acknowledged university internationally, and CBS' researchers deliver research and research-based education of high quality to especially the Danish business community and the public sector. CBS has obtained the most demanding and relevant international accreditations, which reflect CBS' great efforts and ambitious goals within research and education<sup>1</sup>. Moreover, CBS lists high in international rankings<sup>2</sup>. CBS' foundation is therefore strong and a good starting point for CBS' ambitions in the coming years.

CBS' strategic direction in the coming years is determined by its Business in Society strategy, which was revised in 2016. The value and impact of our activities within research and education are key elements for CBS and therefore comprise important parameters in CBS' strategy. CBS is committed – both strategically and in practice – to making a difference in society. The general strategic direction is clear – CBS wants to strengthen its position as a broad, interdisciplinary business school with a constant focus on contributing to society through research and research-based education with a view to develop strong graduates.

The strategy is a continuation of previous strategic initiatives. The strategy simultaneously introduces new transformational initiatives: Entrepreneurship and innovation, CBS' programme portfolio and collaboration with the business community and society. These three new initiatives are as follows:

- CBS must educate students to have an entrepreneurial and innovative mindset. CBS is already a significant player in Europe within the social sciences and in taking a business approach to entrepreneurship and innovation. CBS will strengthen this position in the coming years.
- In CBS' programmes, students must develop their critical and independent thinking and exploit their full potential. CBS' programmes must continuously adhere to the high, international standards and be practice-oriented. The students' qualifications should not only be clear to themselves. The students' qualifications must also be clear for and developed in collaboration with the employers of CBS graduates, for instance companies.
- Through dialogue and collaboration with the private and public sectors, CBS will contribute to the positive development of society.

We emphasise that the value creation of research is based on the interplay of excellent research with the public sector, private companies and society at large, just as in the interaction with international research environments. A significant aspect of the value created by research is its contribution to the research-based education the students receive and bring with them into society. Research at CBS embraces disciplines such as finance, economics, accounting,

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<sup>1</sup> CBS has been awarded the internationally renowned Triple Crown accreditation: EQUIS, AACSB and AMBA. This is only the case for less than 1% of business schools worldwide which offer programmes where students can obtain a degree.

<sup>2</sup> CBS is ranked, for example, no. 10 among European business schools on the UTD Top 100 Business School Research Ranking, published by the University of Texas at Dallas. The QS World University Ranking lists CBS as no. 41 in the category of Top Universities for Social Sciences and Management. The *Times Higher Education* World University Rankings places CBS as no. 30 in the Business and Economics category.

marketing economics, strategic management and organisational studies and disciplines that put business in a wider social, political, cultural, philosophical and historical context. To a large extent, CBS researchers publish in the best international journals and participate actively in international research networks, while simultaneously publishing books and reports with direct relevance to companies, organisations and legislators. This is reflected in our strong position in international research rankings and the high demand for CBS researchers as experts, facilitators and advisers.

Today, CBS' study programmes are relevant to our society, which is reflected in the low level of unemployment among CBS' graduates. CBS had exceptionally many graduates in 2016, however, the level of unemployment among CBS graduates remains low in spite of this. The vast majority of CBS graduates are employed in the private sector and thus significantly contribute to ensuring the growth and prosperity of society. A smaller but not insignificant share of CBS graduates work in the public sector with management and business development of public institutions and organisations.

CBS must continue to deliver education of high quality. This must take place through:

- Strong and internationally acknowledged quality research relevance for society.
- Talented, motivated students.
- Qualified and committed instructors.
- A pedagogical approach that links theory and practice, stimulates creativity and curiosity and promotes the desire to think innovatively.
- Clear relevance to business and well-defined competences in the programmes.
- A strong international component in the programmes.
- Ongoing assessment of CBS' programmes.
- Effective use of resources.

CBS' strategic direction and strategic goals are described below in CBS' strategic goals for 2018-2021, where CBS' Business in Society strategy and CBS' financial framework conditions are taken into account. The Minister for Higher Education and Science and the Board of CBS agree that both the following strategic goals and the ongoing assessment of their progress and development must reflect CBS' financial framework conditions.

Copenhagen Business School will work with the following strategic goals for CBS' core tasks during the agreement period 2018-2021:

1. CBS wants to increase the quality of CBS' research.
2. CBS wants to increase the relevance of CBS' research.
3. CBS wants to enhance student learning outcome.
4. CBS wants to give the students relevant competences.
5. CBS wants to strengthen cooperation with society.

### **Strategic goal 1**

#### **CBS wants to increase the quality of CBS' research**

CBS will reach the goal through efforts within CBS' research organisation and increased publishing quality. CBS will have a strong focus on quality in appointments and talent development. CBS will increase the number of publications in internationally recognised journals and simultaneously ensure that all departments have a publishing strategy and goals to support the goal of an increased research quality.

## **Motivation and ambition for the goal**

The purpose of increasing research quality is to enhance the current strong impact of CBS' research - both in the international research environments and Danish society. This means that CBS' research influences other research, is useful and applied for educational development and is communicated to and used by practitioners in for example companies. It is CBS' assessment that an increased quality in CBS' research is key to enhance the impact of CBS' research.

CBS' goal for increased research quality requires a focussed effort in relation to ensuring a continued strong research system and a sustained focus on publication which support CBS' objective of increased quality.

CBS' strong research organisation, which enables development of the individual disciplines as well as the interdisciplinary research, constitutes a strong basis for an even higher research quality. The greatest challenge is to ensure long-term funding that can be used to enlarge the research staff and thereby further increase the research quality. CBS has, when comparing on sector level, an unfortunate, low research coverage of CBS' programmes which, for instance, is illustrated by the very low academic/part-time academic staff ratio. To ensure the best possible research base, CBS has a major focus on quality in the recruitment of academic staff. Another challenge is that CBS is in fierce, international competition to attract the best researchers. These two challenges combined cause CBS to be very mindful of continuously working with an increased number of PhDs, talent development, quality in appointments, gender diversity and international recruitment.

In recent decades, CBS has systematically improved the quality of its research and is now a highly listed university on international rankings. CBS' research lies predominantly within the social sciences. In this field, CBS is now one of the 50 best universities in the world and the best in Scandinavia. In a European context, CBS typically comes in at around tenth place (cf. note 2 above). These rankings are entirely in line with the best Danish rankings in medicine, the natural sciences and the technical sciences. Today, CBS therefore already competes on a high level.

CBS' still has the ambition to increase research quality. Thus, CBS wants to strengthen its presence in internationally recognised journals on the AJG list with the goal to be associated with excellent research. CBS will simultaneously enhance the quality and presence in nationally and internationally recognised publication channels (publishers, journals, etc.) that cover the majority of CBS' academic areas. Consequently, CBS will follow the development in the bibliometric research indicator (BRI).

However, CBS' research goes beyond the AJG list and the BRI system. Different academic areas have different publishing traditions which reflect the content and distinctive feature of the academic area. For example, it is relevant for some CBS' departments to publish in internationally acknowledged journals within AJG. For other departments, it is more relevant to publish in other internationally acknowledged journals and in monographs, for example in books or theses, still reflecting quality. It is CBS' ambition to enhance the research quality of all academic areas. Thus, each of CBS' departments must have an approved publication strategy that defines the relevant publication channels, which support the goal on increased quality in their research areas. The publication strategies will also reflect the younger researchers' publications in addition to the different academic areas. The publication strategy and established goals of the individual departments must reflect these conditions.

### **Basis for assessment of goal compliance**

Goal compliance is based on an overall evaluation of the realised effect on the expiry of the agreement. The final status report is included in the assessment of goal compliance and comprises documentation for how the indicators have developed and reports for completed support activities, cf. above.

#### Development of CBS' research organisation

- Number of applications, short listed applicants, short listed qualified applicants, newly recruited academic employees and total population (from application process in 2017) (434 applications, 204 short listed applicants, 171 short listed qualified and 57 newly recruited through short listing and total population of 433 (full-time equivalents), 2017; HR data, CBS & UFM's (Ministry of Higher Education and Science) Researcher Recruitment Statistics, SLS).
- Number of PhDs (192, 2017; PhD Planner, CBS).

#### Publication in AJG and BRI

- Number of publications in recognised journals on level 4 and 4\* on the AJG list (58 articles, 2017; Pure).
- Number of BRI points per academic staff full-time equivalent (3.6, calculated in 2017 for BRI analysis year 2016; UFM and SLS).

#### CBS departments' publishing strategy and publications

- Share of publications published in the department specific publishing channels defined in the departments' publishing strategies (Baseline is developed in 2018/2019; Pure)

## **Strategic goal 2**

### **CBS wants to increase the relevance of CBS' research**

CBS will reach the goal by raising more strategically prioritised funds from external sources. With outset in CBS' research strategy and a focused administrative support, CBS will concentrate the effort on selected fund sources. Focus will be on funds which support CBS' goal on research of high quality and contribute with new, relevant knowledge to advance the progress of both CBS' research environments and society at large.

### **Motivation and ambition for the goal**

The purpose is to ensure the relevance of CBS' research for the benefit of research environments and society. As a university, CBS has a responsibility to produce new knowledge and new ideas through research and simultaneously ensure that the new knowledge and the new ideas are relevant to research environments and society.

In the past years, CBS has focussed on boosting the activity within externally funded research which CBS has had success with. From 2013 to 2017, CBS' proceeds from external research funding have increased by 30%. CBS' goal for increased relevance requires a targeted effort where CBS attracts more strategically prioritised funds with outset in CBS' strategic research focus while a strong administrative support for this focus persists. CBS' departments will be included based on their own action plans for relevant externally funded activities within their respective academic field, including that the focus of the action plans on activities and grants to a greater extent must support CBS' general strategy.

CBS' effort aligns with its Business in Society strategy. The strategy focuses on further developing CBS' strengths, making CBS and its researchers visible nationally and internationally as well as creating value for the academic community and society. This is rendered possible through increased research quality. CBS will therefore raise more funds from nationally and internationally prestigious research programmes and private funds which support quality in research and are relevant for the business community, public institutions and society. The prestigious research programmes include: European Research Council, MSCA, Grundforskningsfonden, Sapere Aude, Independent Research Fund Denmark's Research Projects and endowed professorships. Focus is also on submitting applications and receiving larger individual grants rather than a great number of smaller grants.

### **Basis for assessment of goal compliance**

Goal compliance is based on an overall evaluation of the realised effect on the expiry of the agreement. The final status report is included in the assessment of goal compliance and comprises documentation for how the indicators have developed and reports for completed support activities, cf. above.

Development in attracting strategically prioritised funding

- Strategically prioritised funding by prestigious research programmes (DKK 9.8 million in 2016 and DKK 52.8 million in 2017; CBS Navision).
- Grants from external research funds (DKK 121.9 million, 2017; CBS Navision).
- Receipt of external funds in continuation of the departments' strategy for external funding (Baseline is established in 2019)

### **Strategic goal 3**

#### **CBS wants to enhance student learning outcome**

CBS will reach the goal by improving the students' learning opportunities. CBS will do so through an ambitious effort within diverse types of teaching with an increased focus on blended learning, activating teaching activities and feedback, which also should inspire and motivate students to participate in more intensive courses.

### **Motivation and ambition for the goal**

The purpose of an increased learning outcome is to educate competent graduates for the benefit of the graduates themselves and employers of CBS' graduates - companies, public institutions and society at large. The effort to increase the students' learning outcome should be viewed in the context of the existing work with educational quality, where the general follow-up on and development of CBS' programmes are embedded.

CBS' goal for an increased learning outcome requires an ambitious effort within blended learning, activating teaching activities and feedback. The three focus areas represent an integrated effort and all have the purpose of increasing the learning outcome. With the three efforts, CBS will expand the learning environment to give the best conditions for learning. CBS also wants to work with different types of teaching and exams to inspire and motivate the students to be creative, independent and take on intensive courses. With these efforts, it is CBS' goal to improve the quality of the teaching activities.

With the effort within blended learning, CBS wants to exploit learning technology to provide the best possible learning experience for CBS' students. Blended learning is the combination of traditional classroom teaching and online teaching. CBS will exploit the technology which also provides the students with teaching activities before they enter the classroom. This can create better opportunities for education in the form of independent studies and give more time and depth to the dialogue between the lecturer and the students in the classroom. It allows the students to better use the time in and outside the classroom.

It requires a great and focused effort if CBS is to fully exploit the opportunities for blended learning. The effort is fundamental and concerns both the way CBS organises its programmes, the individual courses, didactics and pedagogics and competence development of the lecturers. In the years 2015 to 2017, the number of courses with online and blended learning has increased at CBS, which offered 80 courses primarily consisting of blended learning in 2017. The increased number of courses is primarily a result of a great effort in the diploma programmes (HD). The ambition is to increase the number of courses and diffuse it in the full-time programmes, so the majority of CBS' courses include blended learning in 2023. The individual courses must therefore have a strategy and an action plan for implementation of blended learning. This requires concurrent competence development of CBS' lecturers. The departments must therefore have an action plan for pedagogic upgrading.

Ongoing feedback is necessary to strengthen the individual students' learning outcome. Feedback concerns different types of responses to the students in relation to their performance and presupposes activating teaching activities during the semester, which enable a continuous evaluation of the student's learning experience. It can be by way of written feedback on assignments, extra supervision on projects and peer to peer feedback from other students. It is CBS' ambition to strengthen the student's learning outcome with ongoing feedback. CBS will therefore develop and test different types of teaching and exams to provide better opportunities for feedback.

CBS has initiated a pilot project on feedback in a number of programmes. CBS has also initiated a pilot project to make the first year of the programme BSc in Business Administration and Psychology grade free in parallel with adjusting the teaching activities to enable feedback during the semester. Based on experiences from these two pilot projects, CBS will devise further efforts within feedback and activating teaching activities.

### **Basis for assessment of goal compliance**

Goal compliance is based on an overall evaluation of the realised effect on the expiry of the agreement. The final status report is included in the assessment of goal compliance and comprises documentation for how the indicators have developed and reports for completed support activities, cf. above.

Development of blended learning in the teaching activities

- Number of courses where blended learning is applied (Baseline is established 2019; CBS' course catalogue).
- Number of participants in teaching activities related to pedagogic upgrading (332 participants, 2017, CBS Teaching & Learning).



#### Focus on feedback

- Students' evaluation of feedback: "My experience is that feedback elements were integrated in the teaching activities" (3.55 on average, 2017 (fall 2017) on a scale from 1 to 5 where 5 is best; CBS course evaluation completed at the end of a course, computed per academic year).
- Number of courses with activating teaching activities (mandatory approval assignments, active class participation (as a new type of exam) and the like). (Baseline is established in 2018, CBS' Course catalogue).

#### The students' indication of study intensity

- Measurement of the students' evaluation of time spent on teaching activities and preparation (Baseline is ready in 2018; Questionnaire survey is conducted for Uddannelseszoom (a comparative research project), UFM).

### **Strategic goal 4**

#### **CBS wants to give the students relevant competences**

CBS will achieve the goal partly by developing and implementing a competence framework for CBS' study programmes. A competence framework is a tool which describes the fundamental academic and business administrative competences all CBS graduates should have. CBS will partly raise the flexibility in CBS' educational offers within diploma, executive master and corporate graduate programmes.

#### **Motivation and ambition for the goal**

CBS will help meet the needs of individuals, companies and society for relevant competences throughout their lives. The labour market is in rapid change. As a result, CBS will give the students relevant future competences regardless of their position in their work life. Both to young students in the beginning of their 20s who want a university degree, and to students in employment who want to be updated with new competences - for the benefit of the students and the labour market.

CBS has continuously adjusted and developed the programme portfolio in close collaboration with the business community. CBS has thereby ensured academic development and has met the demand by students and the labour market. It has been a success reflected in the many applications for CBS' programmes, which has resulted in minimum GPA requirements for all CBS' full-time programmes and rejection of approximately half of all priority 1 applicants, and in CBS' constantly very low graduate unemployment rate on 7.1% in 2017. In the agreement period, CBS will continue to have a strong focus on the relevance of CBS' programmes and will follow the employment situation carefully.

At the same time, CBS has a clear ambition to also be relevant in the future. The labour market is changing, and CBS will adjust the programme portfolio and prepare itself to also give students of future generations relevant competences for a different labour market. It requires a mutual understanding of the future challenges CBS students must be prepared to solve and which competences CBS thereby must give them through the students' first university degree as well as through a lifelong learning perspective.

First of all, CBS will discuss future competence needs with study boards, alumni and a broad employer panel. This dialogue will be managed by the dean of education with outset in a common competence framework for CBS graduates which include general

academic competences and specific business administration competences. Especially the former must be more clearly elaborated with the aim of giving CBS' students a contextual and societal understanding, a theoretical and methodological toolbox enabling CBS' graduates to make decisions on a well-informed foundation, solid collaboration competences and the ability to devise alternative solutions.

Second of all, CBS will test new types of programmes which can support CBS' adaptation of the programme portfolio to the future needs of the labour market. CBS expects the current gap to disappear between regular programmes that must be completed as quickly as possible while young and continuing education for adults. At the same time, it is important that attending and putting courses together is flexible for students in employment – both academically and time-wise – depending on their life situation and needs. CBS will therefore take the lead in developing and testing new forms of flexible education on graduate, executive master and diploma level.

In 2018, CBS obtained permission to offer three programmes as parallel corporate graduate programmes. It is MSc in Business Administration and E-business, MSc in Business Economics and Auditing and MSc in Economics and Business Administration (within financing). The first two will be offered from the summer of 2018 and the last one from 2019. The student's ability to relate theoretical knowledge from a programme directly to the practices in one's place of work can bring new perspectives to the programme and the work life. CBS' many years of experience, for example with diploma programmes, demonstrate that it is valuable to incorporate practice, but setting high theoretical requirements is equally vital. For this reason, CBS will experiment with offering corporate graduate programmes.

In 2018, CBS enrolled its first class in the flexible Master of Business Development which is especially targeted at the private labour market. The course selection provides considerable opportunities for the students to organise their programme within a general frame themselves, and they can therefore adjust the programme according to their own interests and wishes in relation to future career paths.

The diploma programmes are important for CBS, but the current legal frameworks do not leave much room for flexibility. Consequently, CBS wants to continuously work for framework conditions that make it possible to meet the employed students' educational needs in the diploma area.

### **Basis for assessment of goal compliance**

Goal compliance is based on an overall evaluation of the realised effect on the expiry of the agreement. The final status report is included in the assessment of goal compliance and comprises documentation for how the indicators have developed and reports for completed support activities, cf. above.

Graduates with strong business relevance and of high value to the labour market

- Unemployment rate for CBS' graduates (7.1% for CBS and 10.6% for all universities, 2014, UFM's key figures for unemployment 4th-7th quarter).

Corporate graduate programmes

- Activity (performance-based output) in corporate graduate programmes (Baseline is established in 2018/2019. STADS).

Flexible provision of diploma and executive master programmes.

- Activity (full-time students) in Master of Business Development (MBD) and flexible diploma programmes (Baseline is established in 2018 (MBD) and 2020 (Diploma), CBS Navision).

### **Strategic goal 5**

#### **CBS wants to strengthen cooperation with society**

CBS will reach the goal through more research collaborations where CBS collaborates with private companies and public organisations. CBS will strengthen the student-oriented effort within entrepreneurship and innovation on Copenhagen School of Entrepreneurship (CSE). As a third effort, CBS will strengthen its partnership model through a systematic and constant dialogue with private companies and public organisations about research and education.

#### **Motivation and ambition for the goal**

The purpose of strengthening the collaboration with society is to contribute to innovation, entrepreneurship and growth. To strengthen the collaboration with the business community and public organisations and contribute to positive societal development are therefore important elements of CBS' strategy.

Today, CBS already has well-functioning collaborations with society within research and education. Within research, examples are concrete research collaborations such as FRIC and PeRCent and within education, examples are CBS Maritime, Globe, CEMS, thesis writing, internships, etc. CBS wants to develop these kinds of partnerships. Moreover, CBS has a variety of very strong, more informal collaborations in the shape of bilateral and individually-based cooperative relations. It is the ambition to further strengthen the collaboration with society in relation to both research and education. It requires an effort to engage and involve private companies and public organisations in CBS' research and education as well as having a systematic and continuous dialogue with society.

First, CBS will therefore expand the scope of research collaborations in order to work closer together with private companies and public organisations and create knowledge for and with the partners for the benefit of both parties.

Second, CBS will strengthen the effort within entrepreneurship and innovation. At CSE, students can present a concrete business idea and complete a nine-month educational programme in starting their own company. Students from other universities can also participate in CSE's programme. CSE's programme has been a success, and many students have completed it in the past few years. Accordingly, the number of students completing CSE's programme in starting up new companies has increased by 70% from 2014 to 2017. In the coming years, CBS will strengthen CSE's programme by focusing on the quality of the programme. Thus, CBS will support the programme through research-related efforts which can improve CSE's offers to the students' companies, tailor solutions to the individual companies and upgrade the related research-based knowledge on entrepreneurship and education.

Third, it is CBS' ambition to strengthen the collaboration with the business community through formal partnership agreements. In 2017, CBS has revised its partnership model

with a view to give companies and organisations a more structured access to CBS' students, research and programmes and vice versa. Thus, the partnership model must support CBS' systematic and continued dialogue with private companies and public organisations about CBS' research and education. Here, CBS collaborates with private companies and public organisations on relevant activities such as recruitment of graduates and branding of companies as employers of CBS' graduates. CBS will strengthen the partnerships to enhance their relevance in relation to guest lectures and cooperation on cases, where companies, students and employees at CBS collaborate on innovation in companies. With regard to research, the partners get the opportunity to broaden their knowledge of CBS' research and researchers through different activities and participation in informal and formal research collaborations. An example is CBS Roundtable, where researchers from CBS and decision makers from private and public companies are brought together to debate current and concrete problems experienced by companies and where CBS has research competences.

### **Basis for assessment of goal compliance**

Goal compliance is based on an overall evaluation of the realised effect on the expiry of the agreement. The final status report is included in the assessment of goal compliance and comprises documentation for how the indicators have developed and reports for completed support activities, cf. above.

Extent of research collaborations with external actors

- Number of research collaborations with external actors in externally funded projects (75 projects, 2017, Pure and CBS Navision).

CSE's programme

- Knowledge accumulation with a view to improve the quality of CSE's programme in start-up of own business (qualitative follow-up from 2019 by involving the programme participants).

The development in the number of formal partnerships within CBS' partnership model.

- Number of formal partnerships through CBS Business (32 partnerships, 2017; CBS Business)