

Establishment and discontinuation of programs

The establishment of a new program and the discontinuation of an existing one are actions that have structural and strategic effect upon life in the institution. Such decisions must be taken with a concern for all involved, and for the effects upon the institution. All relevant stakeholders should be involved in the deliberation, and the procedure must be clear and transparent. Below is a description of the criteria for establishment and discontinuation of programs and how the decisions are made¹.

Criteria for the quality, feasibility and relevance of programs at CBS²

1. Each program must rest on an overall demand and a specific need among recruiters. A dialogue with recruiters is needed to document that the graduates are employable, and a societal need must be demonstrated to justify the societal investment.
2. There must be an adequate number of qualified applicants for the program.
3. CBS is mainly financed by the Danish state. Thus, taxpayer-funded programs must be relevant to the Danish business community and young people in Denmark. Foreign students and employers are also relevant, because the labour market and the talent pool are international.
4. There must be an academic basis at CBS. For a program to be offered there must be an academically sufficient and relevant research background.
5. The necessary capacity and resources to implement a program must be present (staff, class rooms, IT, etc.)
6. All programs must be part of what we at CBS consider a business school - a broad and dynamic concept, which we take part in developing.
7. New programs must live up to the above, and apart from that, be distinct from the existing programs. Furthermore, it must be possible to make a realistic plan for marketing, financing and staffing of new programs.

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

¹ According to CBS' bylaws of 28 February 2012, the establishment and discontinuation of programs 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 programs to offer shall be made by the President, while the Academic Council acts as an advisory body.

² The described criteria are in accordance with the Board' documentation requirements for new programs of 12 December 2007, and they are in accordance with the Danish and international accreditation requirements.

Decision to establish new programs

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 program 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 programs. 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 develops concepts for new programs 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, resource overviews, 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 program and the general program portfolio. The Dean of Education will submit the proposals to the Academic Council.

c. **The decision stage**

On the basis of the above, the Direktion will discuss the program proposal, and the President shall decide which programs should be presented to the Ministry of Education with a view to approval. The length of the time from decision and approval to implementation depends on academic and administrative resources.

Discontinuation of programs

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

When a program is discontinued because it no longer lives up to one or several of the above requirements, a special committee is established to ensure a proper out phase of the program, not least out of consideration for the students. When the decision to discontinue a program 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 program, including the number of exam attempts that they are entitled to.