

29 January 2019

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## **CBS TO APPOINT NEW CHAIRMAN AND A NEW EXTERNAL MEMBER TO THE CBS BOARD OF DIRECTORS**

CBS' recommendation committee has initiated a search process to find a new chairman and a new external member of the CBS Board of Directors.

The new chairman of the board is to take on the position on 1 July 2019 and will replace the current chairman, Karsten Dybvad, who will step down upon the expiry of his term of office on 30 June 2019.

The new external member must take on the position as soon as possible. The new member is to replace Lisbet Thyge Frandsen, who stepped down from the CBS Board of Directors on 30 June 2018 after the expiry of her term of office.

In dialogue with the CBS Board of Directors, the recommendation committee has prepared a competence profile of the new chairman and the new external member. The competence profile serves as a basis for the recommendation committee's efforts in searching for and assessing candidates that meet the profile requirements. The recommendation committee will then recommend the candidates for CBS' appointment committee. The appointment committee will then make the final decision to offer a candidate to join the CBS Board of Directors as a new external member and appoint a new chairman for approval by the minister.

CBS and the recommendation committee would like to encourage anybody who has well-founded suggestions and ideas for a new external member to forward them to the secretariat of the recommendation committee.

The recommendation committee has decided on the following competence profile of the new chairman and the new external member:

### **General competences**

*In general, and in accordance with CBS' Bylaws, the chairman and the new external member shall, together with the other board members contribute to the promotion of the strategic activities of the university for the maximum benefit of society and the university. In all, the members of the board must have insight into and experience within research, research-based knowledge, knowledge dissemination and exchange and CBS' core*

tasks, as well as management, organisation and finance, so that they can handle the general and strategic management of CBS.

The board must be able to build bridges, represent the university in the best way possible and bring the knowledge and experience from the work of CBS graduates in the private or public sector to the table.

The University Act stipulates that the chairman and the new external member must hold a master degree or a degree at a similar level.

According to the recommendation committee, it is crucial that the chairman and the new external member have a passion for and insight into the education system as well as a general perspective on CBS' role in society.

### **The tasks and competences of the chairman of the board**

The chairman shall plan and manage the board's tasks and shall be responsible for the strategic dialogue with the minister for higher education and science on behalf of CBS. This entails that the chairman shall direct board work, maintain contact with the president of CBS and the rest of the university management, represent the board publicly and act as spokesperson for the board as part of the overall responsibility for planning the board work. The chairman shall participate in meetings with the minister for higher education and science and the presidency of Universities Denmark. The chairman shall be an active strategic partner when entering into the strategic framework contract with the minister for higher education and science.

The chairman shall have experience in strategic management of a large company or organisation and have considerable insight into society, e.g. experience at top management level from a large company or organisation.

As it is an essential task of the chairman to maintain the strategic dialogue with the minister for higher education and science and support the day-to-day management in the best way possible, insight into or experience in political and administrative government processes is important.

### **The tasks and competences of the external board member**

In addition to the above, the board would like the new members to complement the rest of the board with their competences and experience – i.a. from a diversity perspective, incl. gender and age. The board has identified a number of areas in which the new member shall obviously complement the other members of the board. It is not a requirement that the next board member is experienced in all of the areas listed below:

- CBS is funded by the government and the tax-payers and shall therefore carry out its activities for the maximum benefit of society. As the university sector is subject to political and administrative regulation, the new external member preferably has
  - insight into or experience in political and administrative government processes or
  - insight into or experience in managing public organisations (public governance)

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- *CBS is the strongest Danish university within student entrepreneurship. This position must be further strengthened. For this reason, experience in entrepreneurship, e.g. having started one's own business(es), is an advantage.*
- *Just as other sectors, the university sector is facing digital transformations in relation to education and teaching as well as administrative processes. Therefore, the new external member preferably has insight into the impact, possibilities and challenges of digitalisation.*

### **Would you like to propose a chairman or a new external member of the CBS Board of Directors?**

Please send an email to Anders Jonas Pedersen, secretary to the recommendation committee, [ajp.ls@cbs.dk](mailto:ajp.ls@cbs.dk), no later than 21 February 2019. The proposals will be treated confidentially and will only be seen by the recommendation committee. The proposals must respect the requirements of the above profiles and the requirements for external members (cf. s. 5,2 of the Bylaws below) and be accompanied by a brief motivation. Please indicate clearly:

- whether the person is proposed as chairman and/or new external member
- whether the person consents to the proposal

*“The external members shall be appointed on the basis of their competences. The combined competences of the external members shall reflect CBS’ activities, cf. s. 1(2) and (3), and they shall have insight into research, research-based education, management, organisation and economy, including assessment of budgets and financial accounts. The Chairman of the Board shall have experience in strategic management of a large corporation or organisation and have considerable insight into society. The external members must also be able to build bridges and represent the university with respect to strengthening societal legitimacy and support of the university. The external members shall represent different sectors, e.g. other research institutions, the cultural life, public companies, the business community, etc. The external members shall hold a master degree or a degree of similar level. At least one of the external members must have experience as a recognised researcher. Experience with university management - preferably with an international perspective - and experience with public administration should be represented among the external members. In accordance with the Gender Equality Act s. 11, the aim is to have an equal gender distribution among the external members of the Board.”*

*CBS’ recommendation committee:*

Upon the appointment of a new external member, Karsten Dybvad, Chairman of the CBS Board of Directors, shall be chairman of the recommendation committee.

Upon the appointment of a new chairman, Jørgen Bardenfleth shall be chairman of the recommendation committee.

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In addition, the recommendation committee shall consist of the following members:

David Lando, member of the CBS Board of Directors

Alfred Josefsen, member of the CBS Board of Directors

Nils Agerhus, Deputy Permanent Secretary at the Ministry of Higher Education and Science

Anne Marie Engtoft Larsen, Knowledge Lead, Science and Technology Studies, World Economic Forum

Lise Kaae, CEO, Heartland A/S

*CBS' appointment committee:*

Thomas Hofman-Bang, Chairman, CEO of The Danish Industry Foundation

Arne Eggert, Director of Development, LGDK

Charlotte Østergaard, Professor, BI Norwegian Business School

Bente Sorgenfrey, Deputy Chairman of the Danish Trade Union Confederation

Charlotte Fly Andersen, Executive Vice President, Rosendahl Design Group

Peter Maskell, Professor, Chairman of the Professor's Association CBS

Tobias Munch, CBS student

Mette Vestergaard, EVP Leo Pharma, member of the CBS Board of Directors



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