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ESTABLISHMENT AND DISCONTINUATION OF PROGRAMMES

TABLE OF CONTENTS

<i>1. Establishment and discontinuation of programmes</i>	3
1.1. Criteria for the establishment and discontinuation of programmes.....	3
1.2. Criteria for establishing separate MP modules	4
1.3. Decisions regarding new programmes (both daytime programmes and MP courses)	4
a. The concept stage	4
b. The consultation stage	4
c. The decision stage.....	5
1.4. Decisions regarding new separate (MP area only).....	5
a. Development stage.....	5
b. The consultation stage	5
c. The decision stage.....	5
1.5. Discontinuation of programmes	5
1.6. Responsibility	6

1. ESTABLISHMENT AND DISCONTINUATION OF PROGRAMMES

The purpose of the sub-policy on establishing and discontinuing programmes is to set a framework for CBS criteria for establishing and discontinuing programmes that applies across the entire programme portfolio - both daytime programmes and the Management Programme area (MP).

The decision on which programmes to offer at CBS is the responsibility of the President. The Academic Council has an advisory role in both establishing and discontinuing programmes. Therefore, the Academic Council give their opinion to the President on the range of programmes and on the quality and relevance of the general programme portfolio. The chairs of the external examiners also have an advisory role when a new programme is proposed for inclusion. Advisory Boards and other stakeholders at CBS are also to be involved in these important decisions. Below is a description of the criteria for establishment and discontinuation of programmes and how the decisions are made.

New programmes established by CBS must be of both high pedagogic and academic quality, educate skilled business graduates, fit in the CBS programme portfolio and be economically viable. And if an existing programme no longer lives up to these requirements adequately, the programme will be considered for discontinuation.

1.1. CRITERIA FOR THE ESTABLISHMENT AND DISCONTINUATION OF PROGRAMMES

The criteria described above align with the Danish and international accreditation requirements.

The criteria are used both when establishing and discontinuing programmes (if a programme fails to live up to one or more of the criteria below, the programme's future is considered).

1. Each programme must rest on an overall demand and a specific need among employers. A dialogue must be established with employers to document that there are employers who will employ the graduates, and a societal need must be demonstrated to justify the societal investment.
2. There must be an adequate number of qualified applicants for the programme.
3. CBS is funded to a significant extent by the Danish state. Thus, taxpayer-funded programmes must be relevant for the Danish business community and young people in Denmark – but not exclusively.
4. There must be an academic and a research-based background at CBS for offering the programme.
5. The necessary capacity to implement a programme must be present (staff, classrooms, IT, etc.).
6. All programmes must be part of what we at CBS consider a business school's academic field – a broad and dynamic concept, which we take part in developing.
7. New programmes must live up to the above criteria, 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 new programmes.

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

1.2. CRITERIA FOR ESTABLISHING SEPARATE MP MODULES

1. Specific and broad demand must be present among employers. A dialogue with employers is needed to document a societal need to justify investment in a separate module.
2. An academic assessment must demonstrate that the separate module cannot be part of an existing master's programme.
3. There must be an adequate number of qualified applicants.
4. CBS is state funded to a large extent and consequently taxpayer-funded programmes must be relevant for the Danish business community – but not exclusively.
5. There must be an academic, research-based background at CBS for offering the module.
6. The necessary capacity to implement the module must be present (staff, classrooms, IT, etc.).
7. The module must be part of what we at CBS consider a business school's academic field - a broad and dynamic concept that we take part in developing.

Whether the individual proposal for a separate module lives up to these requirements will be based on a specific assessment – and will also reflect an order of priorities.

1.3. DECISIONS REGARDING NEW PROGRAMMES (BOTH DAYTIME PROGRAMMES AND MP COURSES)

CBS must constantly keep the programmes it offers up to date to meet the needs of society. This is part of the standard quality development but 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 conditions and processes for gathering, exchanging and developing concepts for new programmes. Students and employees must be included in this process. Furthermore, feedback should be collected and dialogue established with national and international peers and employers in a broad sense. Academic staff who are developing concepts for new programmes should contact the Dean of Education early in the process. The Dean of Education supports the development processes and advises on procedure and strategy.

b. The consultation stage

When ideas are close to becoming 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 assessment of employers' input 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 when

establishing the proposed programme. The Dean of Education will submit the proposals to the Academic Council in good time before the prequalification application has to be submitted to RUVU (the advisory committee for assessing the availability of higher education degree programmes).

c. The decision stage

On the basis of the above, the Senior Management will discuss the programme proposal, and the President will decide which programmes should be presented to RUVU with a view to approval.

1.4. DECISIONS REGARDING NEW SEPARATE (MP AREA ONLY)

CBS continuously assesses in dialogue with employers whether there is a specific and concrete need for courses offered within a predetermined area. Consequently, separate modules can be offered in addition to the existing programmes.

a. Development stage

Separate modules are most often developed based on a specific need from a group of employers. During this stage, ideas for any new modules are collected, exchanged and developed. VIPs who develop concepts for new programmes should contact the vice dean for continuing education. The vice dean is to involve the Dean of Education early in the process.

b. The consultation stage

When ideas are close to becoming 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.

c. The decision stage

In light of the above, the Dean of Education is to decide which separate modules should be presented to the Ministry of Higher Education and Science with a view to approval.

Proposals for separate HD modules must first be presented to the HD academic joint committee that submits separate modules for approval to the Ministry of Higher Education and Science.

When a separate module is approved, the vice dean for continuing education will make decisions on an ongoing basis concerning when the module will be offered following dialogue with employers, if necessary.

1.5. DISCONTINUATION OF PROGRAMMES

Programmes are discontinued following the principles specified above in the criteria and the procedure. Naturally, no concept stage is needed in connection with discontinuing programmes, just as the decision process can be shortened. If necessary, the consultation process can be limited to only the Academic Council. Similarly, no material is required to be submitted to RUVU, however the ministry must be notified of this.

During the process, consideration must be given to whether admissions for the programme in question should be put on hold or closed entirely.

When a programme is discontinued because it no longer lives up to one or several of the above requirements, there is a special duty to ensure a proper out phase 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. CBS is committed to ensuring that the students are able to complete their programme, including the number of exam attempts that they are entitled to.

Programmes that are discontinued are quantitatively monitored for the standard programme duration + 1 year. Consequently, key figures are collected for 4 years for bachelor's programmes after the last admissions, and for 3 years for master's programmes after the last admissions. The remaining students are subsequently monitored qualitatively as they complete their programmes.

1.6. RESPONSIBILITY

The Dean of Education processes proposals for new programmes, whereas the Senior Management, with guidance from the Academic Council, reaches a decision subject to ministry approval. The Dean of Education is responsible for assessing whether a programme no longer lives up to the criteria for continued inclusion, and for presenting proposals for discontinuation. The final decision lies with the President.

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