



Foto: Bjarke MacCarthy

# QUALITY BOARDS AT CBS

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## CBS'S QUALITY POLICY AND THE LOCAL WORK WITH QUALITY

It is a part of CBS's quality policy that all study programmes have a Quality Board that contributes to the local quality work. The Quality Boards are mainly driven by students, and this gives many students the opportunity of being involved in developing the quality of their education. A Quality Board does not have the competence to make decisions but is an advisory organ that can make suggestions to the Study Board.

## FORMAL REQUIREMENTS TO QUALITY BOARDS AT CBS

There are many ways to structure a Quality Board at CBS. The only formal requirements are as follows: Each Quality Board meets 1 to 2 times per semester, and the study board has a list of participants and a contact person for the relevant Quality Board.

The contact person must give feedback to the study board about what is discussed at the Quality Board meetings, and the main points from the feedback must appear in the study board minutes. It should also be stated in the study board minutes if the study board chooses to follow up on some of the topics. Furthermore, it must also be stated on my.cbs how a student can become a member of a specific Quality Board.

## THE STRUCTURE OF CBS'S QUALITY BOARDS

CBS's Quality Boards work very differently. Some Quality Boards have rules of procedure, while others are based on oral agreements with the study board. The size of CBS's Quality Boards varies from 3 to 25 students. The size of a Quality Board does not reflect the size of the study programme. Small programmes can have large Quality Boards and vice versa.

Many Quality Boards are structured in such a way that at least one member is also a member of the study board. This ensures a natural contact between the study board and the Quality Board, but this is not a requirement. In addition, many Quality Boards have students from all cohorts represented. Some programs have structured their Quality Board so that students from all courses, exercise classes or study groups are represented. Some Quality Boards have a fixed number of seats, and the members are elected by the students in the study programme. However, many Quality Boards have a more flexible structure where the students just show up. It should be clear from my.cbs how interested students can get in contact the Quality Board and how a student can become a member (e.g., the contact person can be the vice chair in the study board).

CBS's Quality Boards are mainly run by students. It is therefore the students who call for meetings, facilitate the meetings, and give feedback to the study board. The students can of course choose to involve others in their meetings e.g., the programme director or line coordinator. If a study programme does not have a Quality Board, it is the responsibility of the programme director or line coordinator to inspire the students to establish a Quality Board.



Foto: Bjarke MacCarthy

Quality Boards på CBS

Academic Affairs, Team Programme Management Coordination, Susanne Stokholm

Log:

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## QUALITY BOARDS AS ADVISORY ORGANS AND THEIR IMPORTANCE FOR STUDENT CULTURE

The Quality Board can come up with good ideas for improving many different conditions, and the quality Boards can inspire changes that the study board would not have initiated without the extra inspiration. Most Quality Boards work with many different aspects of an education. The following items are very suitable for discussions in a Quality Board:

- The academic and pedagogical content of the courses, programme regulations, workload throughout the semester, the connection between courses and overall progression throughout the programme
- General study development (e.g., Nordic Nine, feedback and blended learning)
- Elective courses (e.g., the Quality Board can inspire to new electives)
- Study groups (e.g., the process about group formation and group size)
- Exchange
- Internship
- Study environment, study culture, and well-being (e.g., activities and engagement in the programme)
- Drop out
- Alumni
- Study start
- Mentors for the bachelor programmes
- Graduation for bachelor programmes
- Practical issues (e.g., CBS campus facilities)

Quality Boards can also help sharing information. They can also help to change the culture of the education (e.g., some Quality Boards have been successful in engaging their fellow students to complete evaluations and write constructive comments). Some Quality Boards also help organizing events and graduation ceremonies. Students who participate in a Quality Board often gain a larger social network and find it easier to get more involved in student politics.

## QUALITY BOARDS AND EVALUATIONS

It can be beneficial to involve the Quality Board in the midterm evaluation. The individual study programme and the Quality Board can determine specific procedures for how the individual Quality

Board can contribute to the midterm evaluations. At some studies, representatives of the Quality Board meet with the individual course coordinators after the midterm evaluation and discuss the outcome, and hereafter the Quality Board gives feedback to the study board. At other studies, representatives from the Quality Board just inform the study board about the discussion in the classroom in connection with the midterm evaluation. In cases where the midterm evaluation is written, Quality Board representatives can help engaging the other students to complete evaluations, and the Quality Board representatives can and also encourage the course coordinator to share the results.

It is a great advantage for the study boards to become aware of potential challenges early in the semester, while there is still time to act and remedy any challenges. Quality Board can help to pick up frustrations among students in good time. There may be good reasons why things are the way they are, and this information can be communicated to the students; or the study board can initiate a discussion and try to solve the specific challenge.

Some Quality Boards also want to discuss the final evaluations. The final evaluations are confidential, and therefore the individual members of the Quality Board cannot see the confidential reports, but some study programmes provide the Quality Board with overall feedback about the outcome of the final evaluations.

## FEEDBACK TO THE STUDY BOARD

It is a requirement that the Quality Board gives feedback to the study board about what is discussed at the individual Quality Board meetings. Some Quality Boards write minutes, while others give oral feedback at a study board meeting, or at a dedicated meeting with only the programme director/programme manager. As the Quality Boards are the students' own forum, written minutes or keywords from the meetings should be written by the students themselves. Minutes from Quality Boards should not be published, but as previously mentioned, it should be stated in the Study Board minutes that there has been a Quality Board meeting and the minutes from the study board should also indicate the main points from the Quality Board meeting. If the study board decides to

follow up on some of the topics discussed by the Quality Board, this must also be stated in the study board minutes.



## **QUALITY BOARDS AND THEIR IMPORTANCE FOR CBS'S WORK WITH QUALITY**

CBS wants to offer educations with a high international standard, and CBS would therefore like to support various initiatives that can support the quality work. Quality Boards represent many students and can thereby ensure a broad and local anchoring of the study programme's quality work. Quality Boards can also help improve the student environment. These conditions are essential for CBS being able to offer teaching of a high standard and attract talented students and the best teachers.

Photo: Jakob Boserup