

1. DAGSORDEN – GODKENDELSE

Det ekstraordinære bestyrelsesmøde afholdes som fysisk møde i Augustinus Fondens mødelokale på Solbjerg Plads. Der vil være mulighed for at deltage i mødet via Teams for de medlemmer, der ønsker det.

Jonas Andersen, der er nyvalgt studentermedlem, indtræder i bestyrelsen den 1. februar 2022 og deltager således i mødet.

I henhold til koncept for bestyrelsesarbejdet er det på de enkelte forsider markeret, hvilket ”spor” de enkelte punkter hører til under.

Det indstilles, at:

- Bestyrelsen godkender dagsordenen.

Bilag:

1.1 Forslag til dagsorden for bestyrelsesmøde den 7. februar 2022

Møde i CBS bestyrelsen / 7. februar 2022

Forslag til dagsorden for ekstraordinært bestyrelsesmøde den 7. februar 2022

Tid: Kl. 15.00-16.30

Sted: Augustinus Fondens mødelokale (D4), Solbjerg Plads, og i Teams

Ekstraordinært bestyrelsesmøde 7. februar 2022		
Pkt.	Tid	Emne og bilag
1	15.00-15.05	Godkendelse af dagsorden <i>Bilag:</i> <i>1.1 Forslag til dagsorden for bestyrelsesmøde den 7. februar 2022</i>
2	15.05-15.15	Orientering om coronasituationen på CBS og den aktuelle politiske situation <i>Ingen bilag</i>
3	15.15-15.55	Strategi: - Godkendelse af justeret strategisk portefølje - Opfølgning på lokale strategiske indsatser samt sammenhængen ml. strategi og strategisk rammekontrakt <i>Bilag:</i> <i>3.1 Justering af CBS' portefølje af tværgående strategiske indsatser</i> <i>3.2 Beskrivelse af nuværende indsatser i porteføljen</i> <i>3.3 Lokale strategiske indsatser</i> <i>3.4 Mapping af lokale strategiske indsatser</i> <i>3.5 Sammenhæng mellem strategi og rammekontrakt</i>
4	15.55-16.20	Lukket punkt: Strategi fortsat: - Præsentation af CBS' stakeholderanalyse Gæst: Gustav Bildsøe Lassen fra Operate <i>Bilag:</i> <i>4.1 Stakeholderanalyse</i>
5	16.20-16.30	Øvrige meddelelser og evt. - Afrapportering fra institutbesøg den 8. og 20. december 2021 - Præsentation af koncept for CBS Summit 2022

		<i>Bilag:</i> <i>5.1 Formandens institutbesøg december 2021 - opsamling</i> <i>5.2 CBS Summit 2022</i>
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2. COVID-19-SITUATIONEN PÅ CBS OG DEN AKTUELLE POLITISKE SITUATION – ORIENTERING

Spor 1: Løbende og systematisk orientering

Direktionen giver en orientering om Covid-19-situationen på CBS, herunder genåbningen af campus og undervisningssituationen.

Konst. rektor giver en orientering om den aktuelle politiske situation, herunder de aktuelle politiske forhandlinger om reduktion og udflytning af studiepladser.

Det indstilles, at:

- Bestyrelsen tager orienteringerne til efterretning.

Ingen bilag

Møde i CBS bestyrelsen / 7. februar 2022

3. STRATEGI – GODKENDELSE AF JUSTERET PORTEFØLJE OG ORIENTERING OM LOKALE INDSATSER

Spor 3: Strategiopfølgning og -udvikling

Realiseringen af CBS' strategi skal ske gennem en række strategiske indsatser – både lokale indsatser og tværgående indsatser. Bestyrelsen godkendte på bestyrelsesmødet den 16. december 2020 den første portefølje af tværgående strategiske indsatser. Siden december 2020 er indsatserne blevet forankret i organisationen og en række aktiviteter er påbegyndt.

På bestyrelsesmødet den 12. november 2021 redegjorde konstitueret rektor for direktionens overvejelser omkring justering af porteføljen og blev af bestyrelsen bedt om at reflektere over omfanget af den strategiske portefølje, herunder om der er sammenhæng mellem ressourcer og indsatser. I bilag 3.1 findes direktionens forslag til justering af porteføljen af tværgående strategiske indsatser. I bilag 3.2 findes til orientering en kort beskrivelse af de nuværende indsatser i porteføljen.

Ud over de tværgående strategiske indsatser er der blevet igangsat en række lokale strategiske indsatser i årets løb. Nogle indsatser finansieres af centrale strategimidler, mens andre finansieres af eksisterende ressourcer i de enkelte enheder. Rammen for de lokale indsatser er de lokale oversættelser af strategien, der er godkendt af direktionen. I bilag 3.3 findes en beskrivelse af arbejdet med de lokale indsatser og bilag 3.4 viser en overordnet mapping af de lokale strategiske indsatser.

På bestyrelsesmødet den 12. november 2021 efterspurgte bestyrelsen et overblik over sammenhængen mellem CBS' strategi og CBS' strategiske rammekontrakt for 2022-2025. Denne er illustreret i bilag 3.5.

Det indstilles, at:

- Bestyrelsen godkender den justerede portefølje af tværgående strategiske indsatser (bilag 3.1).
- Bestyrelsen tager overblik over de lokale strategiske indsatser til efterretning (bilag 3.3 og bilag 3.4).
- Bestyrelsen tager orienteringen om sammenhæng mellem CBS' strategi og CBS' strategiske rammekontrakt til efterretning.

Bilag:

3.1 Justering af CBS' portefølje af tværgående strategiske indsatser

3.2 Beskrivelse af nuværende indsatser i porteføljen

3.3 Lokale strategiske indsatser

3.4 Mapping af lokale strategiske indsatser

3.5 Illustration af sammenhæng mellem CBS' strategi og den Strategiske Rammekontrakt

Møde i CBS bestyrelsen / 7. februar 2022

Justering af CBS' portefølje af tværgående strategiske indsatser

Følgende notat beskriver direktionens forslag til justering af porteføljen af tværgående strategiske indsatser. Der lægges primært op til, at en række aktiviteter under indsatserne udskydes til 2023 eller 2024, mens de overordnede indsatser består. Direktionen foreslår således, at implementeringsplanen for nogle af indsatserne favner en længere tidsperiode, mens det høje ambitionsniveau i strategirealiseringen fastholdes.

1. Baggrund og status

Bestyrelsen godkendte i december 2020 den første portefølje af strategiske tværgående indsatser til realisering af CBS' strategi 'We transform society with business'.

På bestyrelsesmødet den 12. november 2021 redegjorde konstitueret rektor for direktionens overvejelser omkring justering af porteføljen, herunder at E-NERD udgår af porteføljen og bliver en lokal strategisk indsats og at den lokale strategiske indsats Diversity and Gender Balance konverteres til en tværgående indsats. Derudover havde bestyrelsen et ønske om at modne en indsats i løbet af 2022 med fokus på digitalisering på uddannelsesområdet.

På denne baggrund omfatter porteføljen af tværgående strategiske indsatser for nuværende følgende 13 indsatser (alle indsatser inkl. milepæle for 2022 er beskrevet i bilag 3.2).

- Green Transition
- CBS Leadership Blue Ribbon
- Digitalisering (endnu ikke beskrevet)
- Nordic Nine
- Programme portfolio review
- Teaching Appreciation and Quality
- Signature course packs
- Student life transitions and well-being
- CBS Kontinuum – Lifelong Learning
- Global Impact
- Ph.d.-placement
- Strengthened tech relations (CBS-DTU)
- Diversity and Gender Balance

Foruden de tværgående strategiske indsatser, som bestyrelsen løbende er blevet orienteret om, er der på tværs af CBS igangsat 42 lokale indsatser finansieret af centrale strategimidler, som alle støtter op om realisering af strategien lokalt og hvor nogle har

potentiale for senere skalering til hele CBS (se mere om de lokale indsatser i bilag 3.3 og 3.4).

Ud over disse strategiske indsatser, har CBS en række betydelige udviklingsopgaver. Det gælder særligt infrastrukturprojekter såsom IT-system til studieadministrationen (Kopernikus) og campusudvikling, der også kræver forandringskapacitet og ressourcer. Derudover kan nævnes den politiske aftale om ”Flere og bedre uddannelsesmuligheder i hele Danmark”, som er et aktuelt eksempel på det betydelige forandringspres, der også kommer fra politisk side og som vi også skal være parate til at løfte.

Med et års erfaring med strategirealiseringen har direktionen reflekteret over fremdriften og eventuelle behov for justeringer af indsatserne i den tværgående strategiske portefølje. Det efterfølgende forslag til justering af porteføljen bundet blandt andet i en vurdering af indsatserne på følgende punkter:

- De konkrete erfaringer med indsatserne og deraf projektrelaterede behov for justeringer.
- Identifikation af kapacitetsudfordringer/flaskehalse i strategirealiseringen.
- Midlertidigt begrænsede ledelsesressourcer koblet med strategiens transformativ karakter, hvor kontinuerlig ledelsesfokus er vigtigt.

2. Indsatser der justeres

På baggrund af en vurdering af indsatsernes status og den nuværende forandrings- og ledelseskapacitet i organisationen foreslår direktionen, at følgende indsatser justeres med henblik på, at nogle aktiviteter udsættes eller konsolideres med øvrige indsatser.

- Digitalisering
- Programme portfolio Review
- Signature Course Packs
- CBS Kontinuum – LifeLong Learning
- Global impact
- Strengthened tech relations (DTU-CBS)

Anbefalingen til udsættelse og justering af indsatserne begrundes nedenfor.

2.1. Digitalisering

Bestyrelsen bad på mødet den 12. november 2021 direktionen om at udarbejde en beskrivelse af en ny strategisk indsats om digitalisering på uddannelsesområdet. Planen var at modne en indsats i løbet af 2022 og præsentere en beskrivelse af indsatsen i efteråret 2022.

Forslag til justering

2022 bruges på at lave en indledende sondering af status på digitalisering inden for uddannelsesområdet på CBS og præsentere en foranalyse for området i efteråret 2022. Formuleringen af en specifikt strategisk indsats afventer en ny dekan for uddannelse og skydes til 2023.

2.2. Programme portfolio review.

Programme portfolio review har til formål at fastlægge principperne for en transparent omstrukturering og forenkling af først kandidatuddannelsesporteføljen og dernæst bacheloruddannelsesporteføljen. I efteråret 2021 godkendte direktionen et forslag til at omstrukturere kandidatuddannelsesporteføljen i seks grupper. Ifølge planen skal der den 2. marts være udarbejdet et forslag til en omstrukturering af bacheloruddannelsesporteføljen. Når omstruktureringen af bacheloruddannelsesporteføljen er endelig, så kommunikeres hele omstruktureringen af studieporteføljestrukturen både internt og eksternt. Ifølge planen som er fremlagt for bestyrelsen forventes en endelig studieporteføljestruktur (bachelor- og kandidatniveau) inklusiv en governancemodel at blive præsenteret for bestyrelsen den 1. juni 2022.

Forslag til justering

- Arbejdet med at omstrukturere bacheloruddannelsesporteføljen fortsætter, men udarbejdelse af en ny governance model afventer en ny uddannelsesdekan og udskydes til 2023.

2.3. Signature Course Packs

Signature Course Packs er fagpakker af ensartet høj kvalitet inden for et område. Idéen er at udvikle et fleksibelt, modulopbygget og alligevel sammenhængende kursusdesign med produktion af undervisningsmateriale af høj kvalitet såsom cases, indspillede online foredrag, opgaver og quizzes. Nogle uddannelser kan vælge at anvende et helt kursus, mens andre kan vælge blot at integrere nogle enkelte specifikke moduler.

Ifølge planen er første skridt at udvikle tre piloter i 2021-22. Derefter vil der blive foretaget en evaluering, før der træffes en beslutning om yderligere kursuspakker og ledelsesstruktur. Den første pilot i marketing er udarbejdet og vil blive rullet ud i 2022.

Indsatsen vurderes som værende strategisk vigtig både for uddannelseskvalitet og for øget digitalisering, men en af erfaringerne er, at det har været meget ressourcekrævende at udvikle.

Forslag til justering

- I 2022 gennemføres en evaluering af første gennemførte pilot samt en analyse af det ideelle fremadrettede setup for produktion af flere signature course packs for at sikre den optimale ressourceudnyttelse i organisationen (inhouse eller eksternt/i samarbejde med andre).
- Pilot 2 og 3 stoppes og genoptages evt. i 2023 på baggrund af anbefalingerne fra evalueringen.

2.4. CBS Kontinuum – LifeLong Learning

CBS Kontinuum vil i fremtiden være CBS' primære middel til at udbyde livslang læring til en bred vifte af interessenter. Den bygger på det stærke fundament, som den nuværende portefølje af deltidsuddannelser allerede står på og ønsket er at tilbyde fleksible, kohortebaserede og online uddannelser. Planen for 2022 er at etablere to nye funktioner: CBS K Advancement og Kontinuum Learning Development. CBS K Advancement vil fokusere på marketing, kommunikation og alumnerelationer m.m. og Kontinuum Learning Development vil fokusere på at udvikle livslang læring ud over de eksisterende uddannelser via nye innovative formater for efter- og videreuddannelse.

Indsatsen er udfordret af forandringskapaciteten samt IT-kapaciteten i organisationen, hvorfor en midlertidig udsættelse af nogle af aktiviteterne i indsatsen kan afhjælpe flaskehalse og modne organisationen til en så ambitiøs indsats. Der vil fortsat være fokus på en klar ambition om vækst på efter- og videreuddannelsesområdet.

Forslag til justering

- Lanceringen af CBS K Advancement and Kontinuum Learning sættes på pause indtil der er udarbejdet en ny plan for implementering af ambitionerne for livslang læring, hvor der tages hensyn til organisationens forandrings- og ressourcekapacitet.
- Der skal i foråret 2022 vedtages en ny implementerings- og finansieringsplan.

2.5. Global Impact

Formålet med indsatsen er at øge den globale impact og synlighed af CBS' forskning. Indsatsen indeholder på nuværende tidspunkt to projekter:

CBS' arbejde med impact

Formålet er at udfolde og kvalificere CBS' tilgang til at arbejde med forskningens globale impact og koble dette til incitamentsstrukturer på CBS. Planen for 2022 er at udpege en prodekan for Global Impact, som skal lede indsatsen samt lede en tværgående arbejdsgruppe med deltagelse af institutledere mv.

Ekstern kommunikation af CBS' forskning

Denne indsats handler om at synliggøre den samfundsmæssige impact af CBS' forskning og opjustere den eksterne kommunikationsindsats, herunder at styrke CBS' profil og brand ved at arbejde dedikeret med erhvervsfolk som hovedmålgruppe og udvikle en model, der balancerer lokale og centrale behov for forskningskommunikation. Dette arbejde er et prioriteret fokusområde i Sekretariatet for Ledelse og Kommunikation og indeholder bl.a. udvikling af ny cbs.dk, positionering af CBS, budskabsudvikling m.m.

Forslag til justering

- Det anbefales, at projektet vedr. CBS' arbejde med impact, herunder ansættelse af prodekan, udskydes til 2023, når der er tilgængelige ressourcer i direktionen.
- Opgradering af den eksterne kommunikation (f.eks. et nyt cbs.dk, udvikling af en model for forskningskommunikation osv.) fortsætter.

2.6. Strengthened tech relations (CBS-DTU)

Indsatsen har fokus på samarbejde mellem CBS og DTU inden for uddannelse og forskning og består af fire projekter:

- Fælles forskningsprojekter: her etableres samarbejde mellem CBS og DTU om ansøgninger til ekstern finansiering af projekter vedrørende samfundsmæssige udfordringer.
- Studenterprojektsamarbejde: Vedr. samfundsmæssige udfordringer (mulighed for ekstracurriculære projekter).
- Undervisningssamarbejde: Herunder et tech/bus semester på bachelorniveau; En minor (semester) på det andet universitet; Valgfag og fælles specialeafhandling.
- Samarbejde på betalingsuddannelserne Der vil blive udviklet to masteruddannelser (en ad gangen). Uddannelserne skal adressere samfundsmæssige udfordringer inden for bl.a. grøn omstilling og digital omstilling.

Der er på nuværende tidspunkt etableret et godt samarbejde om koordinering af indsatser på tværs og især forskningssamarbejder med fokus på grøn omstilling og bæredygtighed er i god gænge. Erfaringerne med at samarbejde om specifikke uddannelsesprojekter viser imidlertid, at der er behov for en klarere analyse fra begge universiteter for at afdække, hvordan der undgås overlap med eksisterende projekter i organisationen.

Forslag til justering

- Da omdrejningspunktet for samarbejdet primært fokuserer på grøn omstilling og bæredygtighed foreslås det, at indsatsen konsolideres med den tværgående indsats Green transition, hvor der allerede i 2021 har været fælles initiativer på forskningssiden.
- I 2022 udarbejdes en analyse, som skal afdække overlap til eksisterende projekter på CBS.
- Uddannelsesinitiativer udskydes til 2023 eller 2024.

3. Opsamling på justering af porteføljen

På baggrund af ovenstående forslag til justering vil porteføljen i 2022 bestå af 12 tværgående strategiske indsatser. Den primære forskel fra porteføljen, som blev præsenteret i november 2021 ligger i, at tidsplanen for nogle af indsatserne er blevet forlænget, således at det sikres, at der er tilgængelige ressourcer i organisationen til at gennemføre indsatserne og implementere forandringerne i organisationen. Derudover er en indsats, Strengthened Tech Relations (CBS/DTU), blevet konsolideret med indsatsen Greene Transition.

- Green Transition
- CBS Leadership Blue Ribbon
- Digitalisering
- Nordic Nine
- Programme portfolio review
- Teaching Appreciation and Quality
- Signature course packs
- Student life transitions and well-being
- CBS Kontinuum – Lifelong Learning
- Global Impact
- Ph.d.-placement
- Diversity and Gender Balance

Portfolio of cross-cutting strategic initiatives

January 2022

Green transitions initiatives

CBS Leadership Blue Ribbon

Nordic Nine Implementation

Programme portfolio review

Teaching Appreciation and Quality

Signature course packs

Student life transitions and well-being

CBS Kontinuum – LifeLong Learning

Global impact

Ph.d.-placement

Strengthened tech relations (CBS-DTU)

Diversity and Gender balance

Green Transition

ELEMENT	BESKRIVELSE
Objective	To leverage CBS' contribution to the Green Transition, and to let CBS become a prominent actor as well as preferred partner in national and international efforts to reach this goal.
Description	The Green Transition initiative is an important first step towards raising the voice of CBS in the Green Transition. Initial activities will focus on bringing together key players, establishing an organisational frame, pursuing external funding, and initiating concrete problem-based research and educational activities. First steps include: • Strategic Stakeholder Management, strategic scientific cooperation (internally and externally to STEM), and cooperation with business & industry, public stakeholders and society. • A scientific steering group with focus on research in circular economy; energy economics, regulation and policy; behavioural economics and policy; the governance and political economy of green transitions; green business models; sustainable investing; AI, sustainability and business; power-to-X, etc. • An education 'leg', linking the initiative to CBS' programme portfolio. • A campus 'leg', linking the initiative to the development of CBS' Campus.
Effects	• Lower emissions. More companies and organisations will adopt a greener strategy. Green CBS graduates will provide state-of-the-art tools and thinking for all major business processes and research will provide the basis for this. • Sharper external CBS profile. Green transition as a focus area will sharpen the external CBS profile resulting in the potential of a more influential role in society and among decision makers. • Increased international competitiveness. A profile in line with the personal values of an increasing amount of young people will increase the competitiveness of CBS. • Increased external funding. Green transition is a core priority in external funding for the coming years. This initiative will lead to more cross-disciplinary projects and an increase in funding. • Value for companies and other key stake holders. Closer partnerships in research and implementation projects will provide implementable results for involved companies.
Contribution to efficiency, productivity and sustainable development of CBS	Not directly, but the Green Transition Initiative will foster new ideas to the Campus Sustainability strategy where new sustainable practices for campus life are implemented.
Relevance for the Danish business community	Green Transition offers the Danish business community huge opportunities as well as challenges. Business as usual is not possible and issues range from implementing entirely new processes and developing new products and business models to understanding human and organisational behaviour on new levels. This initiative will actively involve business community actors in close dialogue on research gaps, collaborative research projects and sharing of results.
Contribution to educational activities and teaching competencies/quality	The objective is more graduates with a clear and solid profile to understand, transform – or start – companies on a Green Transitions journey. Aspects related to Green Transition are already to be found in various educational activities. The education 'leg' will collect, clearly communicate and innovate new educational activities to accelerate student competence development – in line with the Nordic Nine competencies. Both full time programs and executive educational activities are in focus.
Contribution to internationalization	Green Transition is a global challenge. A clear position on Green Transition will place CBS even stronger on the international business school map. A cross-disciplinary, problem-oriented and ambitious research focus will attract research partners.
Milestones in 2022	• Internal and external visibility - Continuous communication of green stories, internal knowledge exchange, key stake holder dialogue, external key stakeholder meetings • Green Transition Research Conference (October)- One knowledge exchange and GT positioning event • Continued CBS/STEM cooperation - Seminars with DTU (in cooperation with RSO), InnoMission engagement
Time frame	2021-2025

CBS Leadership Blue Ribbon

ELEMENT	BESKRIVELSE
Objective	To make CBS the Nordic center for leadership knowledge and power by gathering, strengthening, and making CBS leadership research, education and outreach visible to our stakeholders.
Description	CBS Leadership Blue Ribbon is a cross-organizational structure that shall assemble, strengthen and communicate CBS leadership research, education and outreach. It has three phases working towards full implementation. The first phase involves the establishment of a designated CBS webpage gathering all existing leadership research, education and outreach across departments and programs. It also includes the formation of an internal sounding board and external advisory board to further specify and develop the CBS Leadership Blue Ribbon, as well as assembling a core group of CBS faculty, external partners, and project ideas. The second phase involves fundraising and recruitment of faculty and junior scholars to strengthen the core group, and the portfolio of research, education, outreach initiatives. The third phase is full implementation where the core group and project portfolio have significantly expanded and are in place.
Effects	After full implementation CBS has significantly raised its reputation and collaboration with society regarding Nordic leadership research and impact.
Contribution to efficiency, productivity and sustainable development of CBS	The initiative will make existing capabilities and activities on leadership highly visible, and at the same time enable better coordination and collaboration across CBS. The Leadership Blue Ribbon will integrate and exemplify the Nordic Nine values in the leadership areas, including responsible leadership. In combination with allocation of more positions to the leadership areas across CBS, this will equip CBS to better meet future demands and strengthen its brand position.
Relevance for the Danish business community	Currently, efforts in leadership research and education at CBS are scattered and opaque, giving the impression that CBS lacks these areas. The initiative will meet the strong interest in the business community for leadership knowledge and leadership development and satisfy their expectations.
Contribution to educational activities and teaching competencies/quality	Direct relevance to all executive degrees, many Master programs and HD concentrations. The demand for leadership teaching is growing and we need to raise faculty resources to sustain and grow our reputation as a high quality and research-based supplier of leadership knowledge.
Contribution to internationalization	The Leadership Blue Ribbon will be able to attract mid-career global talent to Denmark via enrollment in our part-time master programmes. It will moreover create international thought leadership in Nordic governance.
Milestones in 2022	- A Blue-Ribbon Transformation and Impact officer is hired. - Communication infrastructure is created. - The work with visualization of CBS leadership research, teaching and outreach is continued. - A Blue-Ribbon Director is appointed. - 3-5 additional senior faculty are hired to supplement CBS's pool of leadership faculty. - A series of core projects are launched, including: a) Academic Leadership Paper Sessions; b) CBS Leadership Index and Annual Summit; c) Leadership Fellow Program; d) Leadership Executive in Residence Program connected to teaching; and e) 2-3 externally funded collaborative research projects.
Time frame	Permanent, scalable over time

Nordic Nine

ELEMENT	BESKRIVELSE
Objective	The goal is that with the implementation of Nordic Nine we will have achieved the following: 1) Excellent mono-disciplinary, interdisciplinary and transformative quality of teaching 2) Business skills and transformational capabilities possessed by all graduates 3) Positioned CBS as a global business university with a unique Nordic approach.
Description	Nordic Nine is a set of nine transformative capabilities that combine fundamental business skills needed for professional and economic growth with broader human and societal aspects. They are transformative capabilities that will enable students to better contribute to complex issues of the future and are a trademark for what students at CBS can expect from their education, and what employees can expect from a CBS graduate. Nordic Nine are what will distinguish CBS and CBS graduates globally. Moreover, the Nordic Nine are CBS' way of fulfilling a crucial accreditation requirement of international business schools (especially by AACSB): accredited schools must have a learning architecture with overarching institutional learning goals, programme goals and a system to assure students' learning outcomes against those goals.
Effects	2024: Year-on-year measurable increase in the capabilities of MSc graduates from 2024
Contribution to efficiency, productivity and sustainable development of CBS	The initiative is not directly targeted at efficiency. It does, however help create an overarching structure of learning goals that will make it easier, faster and more effective to set up and track learning goals and learning outcomes of the programmes.
Relevance for the Danish business community	CBS will provide the Danish business sector with graduates with disciplinary skills and transformational capabilities. Employers point towards such capabilities as being vital for all educational programmes in the future. Furthermore, with the Nordic Nine the business sector will find it easier to recruit employees among graduates from CBS based on the specific challenges they face as companies because of a clearer competency profile of the students.
Contribution to educational activities and teaching competencies/quality	Implementing the Nordic Nine will enable CBS to develop teaching goals for all programmes and courses. Moreover, they will allow CBS to introduce the assessment of those learning goals, thus allowing every teacher to reflect on the connection between their teaching and the goals achieved. Lastly, given that many of the transformational capabilities are not bound to a single discipline, they will require a pedagogical upskilling of some teachers, for which they will be supported with development opportunities and courses.
Contribution to internationalization	Internationalization is one of the Nordic Nine and will thus be expected to be a learning outcome of all programmes. This, in turn, will drive the embedded internationalization further.
Milestones in 2022	• 2nd version of revised competency profiles handed in (Feb) • First teaching taking place according to revised competency profiles (Sept) • N9 strategic communication concept developed. N9 is visible at cbs.dk, and mycbs, at the CBS Summit, Study start etc. (January-Dec) • N9 didactical and pedagogical support for teachers (Autumn)
Time frame	2021-2025

Programme Portfolio Review

ELEMENT	BESKRIVELSE
Objective	The portfolio review aims to set the principles for a transparent regrouping and simplification of firstly the graduate programme portfolio and at a later stage the bachelor programme portfolio.
Description	The purpose is to make the programme structure more transparent for applicants/employers, more flexible for students, more widely accessible for teachers and generally easier to understand. This will also enable collaborations with other educational institutions in the sector with the overall goal of creating a more coherent educational system. The revised portfolio should make it easier for students to be admitted at graduate programmes that are not their legal claim (retskrav), but to which they have disciplinary interest and/or relevant career perspectives. Moreover, securing clear educational pathways across the programme portfolio should improve the student experience and motivation. Following the latest accreditation, EQUIS required that the programme portfolio structure was to be simplified.
Effects	Measured increase perceived transparency for student applicants and for key employees accessed via a questionnaire system for both stakeholder groups.
Contribution to efficiency, productivity and sustainable development of CBS	High due to better synergies between programmes and increased possibilities for knowledge sharing among course coordinators and programme directors.
Relevance for the Danish business community	A key element in the project is to make the revised portfolio more transparent for employers by clarifying the specific educational profiles, thus making it easier to assess which graduates are the best match for particular jobs.
Contribution to educational activities and teaching competencies/quality	With the aim of making the portfolio more transparent and flexible for students, the revised better structured portfolio will make it easier for students to be admitted at graduate programmes that are not their legal claim (retskrav), but to which they have disciplinary interest and/or relevant career perspectives. Securing clear educational pathways across the programme portfolio will improve the student experience and motivation.
Contribution to internationalization	Only indirectly, by making it easier to cooperate with other institutions
Milestones in 2022	1 March: Decision on bachelor model 1 June: Decision on programme governance 1 September: Deadline for prequalification 1 December: revised programme portfolio ready for cbs.dk
Time frame	2021-2024

Teaching Appreciation and Quality

ELEMENT	BESKRIVELSE
Objective	The objective is to structurally increase the level of teaching quality at CBS, by redefining it for the 21 st century, by improving CBS' ability to identify teaching quality and by creating better incentives for good teaching.
Description	This initiative includes the following groups of activities: 1. The Continuous development of pedagogical qualifications: development of new offerings for pedagogical development, including certification by the British PSF (Professional Standards Framework), to comply with requirements in the Danish "ny stillingsstruktur". 2. The Recognition of teaching qualifications: Implementation of the Danish framework for advancing university pedagogy (rammeværket) 3. System for documentation of teaching qualifications: Development of a teaching portfolio framework (to comply with requirement in the "ny stillingsstruktur") and review of CWACS expectations of candidates' documentation of teaching qualifications. 4. Evaluation of teaching quality: Review of current teaching evaluation model.
Effect	Overall increase in the average quality of teaching and an increase over time in the quality of teaching for the individual.
Contribution to efficiency, productivity and sustainable development of CBS	The initiative is not primarily targeted at efficiency, productivity, and sustainability. However, it can be assumed that more qualified teachers that have clear career incentives will also be more effective in their teaching and more productive in terms of achieving superior teaching results and thus contribute to sustainable improvements in teaching quality at CBS.
Relevance for the Danish business community	The initiative secures that CBS will have graduates for the Danish business community who have received quality teaching from teachers that keep themselves up to date about most recent developments with regards to teaching methods, lifelong learning and other aspects.
Contribution to educational activities and teaching competencies/quality	The initiative is a key building block for sustaining CBS' leading position of high-quality, research-based teaching by setting transparent standards for teachers' progression, providing better evidence for teaching quality and developing teachers' competencies where needed
Contribution to internationalization	The initiative contributes to internationalization by allowing, incentivizing, and enabling CBS faculty to develop as teachers in accordance with internationally recognized standards. Specifically, part of the initiative is working towards accreditation of the CBS Assistant Professor Program (APP) by the Higher Education Academy in UK, which grants the internationally recognized HEA Teaching Fellowships.
Milestones in 2022	• Launch of new teaching evaluation model. • Revision of CWAC documentation and MUS Framework. • Project plan for continuous pedagogical offerings. • Revision of E in REEAD at Departments. • Framework of a new teaching portfolio is designed and decided.
Time frame	2021-2024

Signature Course Packs

ELEMENT	BESKRIVELSE
Objective	The aim is to increase student learning by the development of high quality, modularized signature courses with high end course material, which can be used in a flexible way as bits and parts in more than one study program. The institutional goals are: • To secure the consistent high quality of teaching across a large number of students. • To support forms of interaction between teachers and learners (and between learners themselves) that are not possible in the traditional mass-classroom. • To support the development of our students' digital competences in a professional context. • To enhance a collective teaching culture in the departments.
Description	Signature course packs comprise signature content and quality that can be used in as many programmes as possible. The idea is to develop a flexible, modularizable and yet coherent blended learning course design with production of high-quality teaching materials such as cases with teaching notes, recorded online lectures, assignments and quizzes. An entire course can be used some programmes, whereas others will integrate specific modules. The first step will be the development of three pilot modularized course packs in 2021-22. After that, an evaluation will take place before a decision is made regarding further course packs and governance structure.
Effects	• Increase in the number of students exposed to the same high quality teaching material • Reduction of the use of DVIPs for the subject taught within the signature course packs
Contribution to efficiency, productivity and sustainable development of CBS	The signature course packs are expected to generate efficiency gains which will make it possible to reduce the ratio of DVIPs and reduce class size. In particular, this initiative is an important element in fulfilling CBS' ambition of reducing class sizes considerably.
Relevance for the Danish business community	High quality graduates with 21st century business knowledge and skills from all CBS' programmes.
Contribution to educational activities and teaching competencies/quality	This initiative contributes both to what we teach and how we teach it by reviewing the business curriculum and re-designing the course delivery. The signature course packs support forms of interaction between teachers and learners (and between learners themselves) that are not possible in the traditional mass-classroom. They will also support the development of our students' digital competences in a professional context.
Contribution to internationalization	This initiative may potentially contribute to internationalisation in two ways: a) Course-exchange and sharing of high-end teaching materials with international partners; and b) Collaboration with international partners in the development of some of the course packs.
Milestones in 2022	Pilot 1: Implementation: Parts of the course pack material is adopted and used in two bachelor marketing courses outside HA (almen). HA Almen will implement the course pack e22 semester. Pilot 2 : development: Pilot in Performance management design and production. Pilot 3 development: Pilot in Transformational Entrepreneurship design and production Pilot 1 .Evaluation: Evaluation of pilot 1 in marketing will start alongside the implementation of the course pack.
Time frame	2021-2023

Student life transition and well-being

ELEMENT	BESKRIVELSE
Objective	Improving students' wellbeing. Improving wellbeing for students who are vulnerable in different contexts as well as improving the wellbeing for the entire student population at CBS. In addressing student wellbeing the initiative aims to give the students competencies to better handle transitions and collaboration. An improvement of student wellbeing is important in order to strengthen diversity at CBS as well as all students' learning experience.
Description	The initiative will consist of a range of long term focus areas and projects within six themes " <i>Transitions</i> ", " <i>Academic identity and belonging</i> ", " <i>curriculum</i> ", " <i>Social communities</i> ", " <i>Motivation</i> " and " <i>Compassion</i> ". Each project can focus on different areas and/or different groups of students. And they may involve different partners across CBS (and beyond). But each project will, by themselves and together, have great effect on the overall wellbeing for students at CBS.
Effects	Improving the wellbeing for the entire student population at CBS.
Contribution to efficiency, productivity and sustainable development of CBS	Students, who thrive, and who have a skillset that helps them handle transitions will overall increase productivity, entrepreneurship and improve learning environments - thereby contributing to a more sustainable development of CBS.
Relevance for the Danish business community	Graduates will have competencies and capabilities to better handle transitions and transformations in their professional and personal lives. Furthermore they will be better equipped to collaborate and work in teams. These skills will benefit the Danish Business community.
Contribution to educational activities and teaching competencies/quality	Focus on student wellbeing will improve students learning experience and the overall learning environment at CBS. Furthermore, lecturers/TA/instructors will get competencies and tools to support students in group work and to create inclusive classrooms and collective learning environments.
Contribution to internationalization	International students are special focus groups for the initiative, as they face special challenges such as lack of network and affiliation/belonging. Improving wellbeing for international students will thereby improve the international environment and may also help in retaining international students after graduation.
Milestones in 2022	Unfolding long term focus areas Project plan for activities within long term focus areas Analysis of problems with study groups as well as best practices Analysis of required competencies and tools to address issues with study groups Analysis of lecturers role in improving student wellbeing and how this may be supported administratively Development of activities based on analysis according to project plan for activities Initiating activities according to project plan Development of digital platform for study techniques Identification of further long term focus areas for the project
Time frame	2021-2024

CBS Kontinuum – LifeLong Learning

ELEMENT	BESKRIVELSE
Objective	To be Denmark's first University with a distinct institutional model for lifelong learning, allowing CBS to maintain a lifelong relationship to students and alumni with periodic and continuous learning services to identify, mobilize and make use of learning as a formative opportunity towards their personal development, active citizenship and employability.
Description	CBS Kontinuum is CBS' development platform for lifelong learning that offers a way to embed continuous education with a focus on skill acquisition and upgrading in value- and agenda-driven learning communities enabled by collaboration with partners in business and society. CBS Kontinuum builds upon the current Part-Time Programmes portfolio and expands its impact by creating connections across programmes, sectors, and generations to address transformative themes. Part of the ambition is to offer participants more flexible timelines and course configurations to earn degrees/mikro-degrees in-person, blended and online.
Effects	Participation by non-traditional learners to CBS and the ability to integrate what you learn later in life to CBS.
Contribution to efficiency, productivity and sustainable development of CBS	CBS Kontinuum is conceived as an interface between internal academic communities at CBS and external partners. In this respect, it functions as a gateway into CBS' learning environments, both of formal (programs) and of more informal character (debates, events, and collaborative workshops), for external partners both as individual learners and organizations. It also allows the academic communities at CBS a space in which to offer content in response to urgent issues and grand challenges.
Relevance for the Danish business community	CBS Kontinuum reflects a new educational model in which students take courses and visit programmes throughout their lives to remain relevant in the workforce. In this respect, the ambition is to extend the idea of higher education to include a more diverse set of learners, at any point in their career, opening up a wealth of opportunity for the Danish business community.
Contribution to educational activities and teaching competencies/quality	The ambition of CBS Kontinuum is to develop over time into a novel delivery mechanism for higher education, which to a higher degree than is currently the case engages with urgent issues and grand challenges by facilitating intergenerational learning spaces with and in the Danish public and private sector.
Contribution to internationalization	CBS Kontinuum will seek to engage global stakeholders in many of its activities. This could include new English-taught part-time degree programmes that feature subjects related to the Nordic model, developing CBS Kontinuum partners from non-Danish organisations and making the Annual Summit a global event.
Milestones in 2022	1. Become the home of MBA and Part-Time programmes, 2. Adapt and expand Part-Time Programmes organizational structure 3. Establish Kontinuum Learning Development function to develop distinct model of lifelong learning 4. Begin delivering CBS K co-curricular activities 5. Develop and launch first set of Master Modules and first Online/Blended Master 6. Develop and launch CBS K website with supporting systems including CRM and CDP 7. Establish physical home for CBS K on the CBS campus 8. Ensure internal and external community engagement
Time frame	This is an initiative that will take several years to develop fully, but a formal launch of Kontinuum is expected in 2022.

Global Impact [Revised 2021-01-14]

ELEMENT	BESKRIVELSE
Objective	The aim of the initiative is to increase the global impact and visibility of research at CBS
Description	CBS produces research of a high international quality with great potential to transform business and society. It is a strategic focal point to increase the societal impact and visibility of CBS' research, within Denmark as well as globally, and the 2021 survey among our key stakeholders revealed a demand for CBS to stand out more clearly as a driver of societal transformation. To achieve this, the global impact initiative takes a twofold approach. On the one hand, focusing on making the societal impact of our research more visible, CBS will upgrade on research communication efforts and work strategically with strengthening our profile by working dedicated with business professionals as the main target group and developing a model that balances local and central needs for research communication. On the other hand, in further qualifying our approach to working with global impact of research, CBS will develop a structured assessment of impact in research, which is integrated into incentive structures and admin support.
Effects	As an effect of this initiative, CBS' central stakeholders in business and society will experience a greater impact of CBS research
Contribution to efficiency, productivity and sustainable development of CBS	Professionalising research communication and qualifying how researchers and administrative units at CBS work with impact will have a positive effect in efficiency and productivity
Relevance for the Danish business community	By improving CBS' research communication efforts, business and society will to a larger extent be exposed to and become acquainted with new knowledge produced at CBS. Through increased visibility of CBS' research, CBS' profile as a partner in solving major societal challenges will appear more clearly to our stakeholders
Contribution to educational activities and teaching competencies/quality	Dissemination of CBS' research activities can be used as examples in teaching and can inspire both current and future students
Contribution to internationalization	Special efforts will be made to increase the visibility of CBS research in international media, thereby improving CBS' international brand and contributing to attracting talented international employees, students and partners
Milestones in 2022 Opdateres	• A Vice Dean of Global Impact will be appointed to lead the initiative and chair a cross-cutting working group with participation of Heads of Department etc. • First steps will be taken in developing a joint assessment of impact across CBS, including integration into incentive structures and admin support. • Two journalists specialised in research communication will be hired and join the Executive Office and Communications • A model for research communication will be developed that overall strengthens the brand of CBS and balances local and central needs
Time frame	The initiative will be launched in early 2022, beginning with the appointment of a Vice Dean of Global Impact and recruitment of two journalists, and run for the period 2022 – 2024.

Ph.d. placement and careers

ELEMENT	BESKRIVELSE
Objective	The aim of the initiative is to strengthen the CBS PhD students' employment prospects at internationally leading universities and in strategical positions in business or the public sector through acquiring excellent research skills and pursuing high quality research at CBS.
Description	Currently the different departments at CBS engage more or less in initiatives, targeted at enhancing the employment prospects of their PhD students in leading universities and business schools or in business and the public sector after graduation. This initiative is aimed at supporting and strengthening existing activities and at developing new ones on a CBS wide, as well as on the departmental level. These activities should improve CBS PhD students' research skills and research projects, such that their chances to get employment offers from other leading universities and business schools as well as from business and the public sector increases after graduation.
Effects	1) strengthen CBS' network in academia and beyond 2) widen the future pool of highly qualified candidates for academic positions at CBS, and 3) help attract the most talented PhD researchers (placement is a key variable at which applicants look).
Contribution to efficiency, productivity and sustainable development of CBS	The initiative addresses the challenge to the long-term sustainability of the CBS business model posed by the increasing international competition for the most talented teachers and researchers. That is, because many PhD graduates eventually wish to return to Copenhagen, the initiative will widen the pool of highly qualified and internationally experienced candidates for academic positions. As such, CBS will often be able to attract such candidates even when we are not able to pay market-level salaries.
Relevance for the Danish business community	The Danish business sector benefits from the ability of CBS to continue to educate strong graduates and produce cutting-edge research. Educating PhDs aiming for careers in business continues to be a critically important aspect of the PhD programme.
Contribution to educational activities and teaching competencies/quality	As many PhD graduates from CBS are Danish speaking, a key aspect of the initiative is that it helps accommodate the long-term demand for teachers in the Danish-language programs while ensuring a strong international profile.
Contribution to internationalization	Internationalization is integral to the initiative by increasing the international impact of CBS, supplying our PhD graduates with international experience, and facilitating the recruitment of internationally experienced teachers and researchers.
Milestones in 2022	• Collecting information about placement activities at other universities • Meetings with all placement officers • Designing an exit survey for our PhD students after graduation • Developing a framework for financing a fourth year at CBS for those PhD students who want to compete for a position in the international academic labour market and are sufficiently talented to do so. • Events for PhD students
Time frame	2021-2025

Strengthened tech relations (CBS and DTU)

ELEMENT	BESKRIVELSE
Objective	To strengthen the collaboration between CBS and DTU on education, research and innovation in the areas of digitalisation, technology, green transition, business and society. The collaboration will be designed to strengthen the interdisciplinary approaches in these areas. The ambition is to boost Denmark's competitive power and provide better options for solving some of our grand societal challenges by educating graduates together and devise research-based solutions across academic disciplines.
Description	The collaboration is focused on joint initiatives within education as well as research and consists of four projects: • <u>Joint research projects</u>: Investigating the possibilities for establishing early collaboration between CBS and DTU on applications for external funding of projects on agendas relating to societal challenges that offer possibilities for STEM as well as SSH. • <u>Student project collaboration</u>: Grand Challenges (an opportunity for extra curricular projects for highly motivated students) • <u>Teaching collaboration</u>: 1. Basic tech/bus semester at bachelor level; 2. A minor (semester) at the other university; 3. Joint tech/bus semester; 4. Electives and writing thesis' together • <u>Collaboration in fee based programmes</u>: Two executive master degrees will be developed (one at a time). The degrees will be addressing societal challenges within the areas of e.g. green transition and digital transformation.
Effects	Increase in research funding at CBS and the number of CBS master students.
Contribution to efficiency, productivity and sustainable development of CBS	Not directly, but the initiatives will serve as a driver for other external collaborations in the future and potentially open new fields of knowledge sharing and research opportunities.
Relevance for the Danish business community	The collaboration between CBS and DTU will benefit the Danish business community as CBS can offer candidates, knowledge and research on topics of high demand.
Contribution to educational activities and teaching competencies/quality	The exchange of students and the development of new joint Master programmes will contribute to an exchange of knowledge and teaching competencies across disciplines, specialties and universities.
Contribution to internationalization	CBS' profile/image as an interdisciplinary university with a high focus on contributing to global problem solving within green transitions will be externally visible through concrete cases of cooperation.
Milestones in 2022	• Odateres
Time frame	2021-2024

Diversity and Gender Equality

ELEMENT	BESKRIVELSE
Objective	To work across academic and administrative environments as well as learning environments to promote diversity, equity and inclusion. This in order to fulfil the strategic ambition of engaging a diversity of perspectives in research, administration and teaching/learning (cf. CBS Gender Equality Plan as well as Handleplan for kønsdiversitet i ledelse).
Description	While CBS has been engaged in monitoring and promoting diversity and inclusion, including gender balance, for more than a decade, data drawn from across CBS indicate that CBS still has many areas suffering from notable gender imbalances and other imbalances in diversity both horizontally and vertically across the organisation. This initiative is intended to increase diversity, equity and inclusion through leadership development, awareness raising, stakeholder engagement and organisational peer-to-peer learning.
Effects	To promote the democratic principle of equality in education, research and administration. To bring more perspectives to bear to solve complex problems, and greater diversity and better inclusion will further a sense of belonging which releases creativity and a willingness to take risks. Moreover, the effects of this initiative in terms of increased diversity in student population across all its learning environments will enable CBS to respond better to a general demand for diversity in graduates and perspectives in the labour market.
Contribution to efficiency, productivity and sustainable development of CBS	In its strategic ambitions, CBS is committed to excellence in research and educational programmes and to producing leadership which can transform society with business through curiosity, creative new ideas and collaborative engagement. Diverse and inclusive working and learning environments constitute safe environments which better stimulate collaboration, let curiosity unfold and set creativity free as key inputs to excellence. Developing diversity in people and perspectives and offering education to a diverse cross-section of young talents is increasingly viewed as part of our licence to operate, as indicated by the eligibility requirements embedded in the EU funding framework, Horizon Europe.
Relevance for the Danish business community	Respond better to a general demand for diversity in graduates and perspectives in the labour market. Moreover, diversity brought to bear on research agendas and diversity in graduates contributes to societal transformation.
Contribution to educational activities and teaching competencies/quality	Nurture a multitude of perspectives (in terms of students, teachers, pedagogy and curriculum) also increase the sense of belonging in a wider student population and thus stimulate curiosity and creativity as input to learning and relearning.
Contribution to internationalization	Diverse and inclusive working and learning environments are attractive to international scholars and students, and learning to thrive and navigate in diverse environments is conducive internationalization, setting in motion a positive cycle.
Milestones in 2022	- Awareness raising campaign about gender-balance and sexism across CBS - First iteration of workshops for managers/leaders - Revision and consolidation of career and family policies - New annual wheel of data generation and monitoring of progress
Time frame	Handleplan for kønsdiversitet i ledelse is in operation from 2022-24. CBS Gender Equality Plan is in effect from 2022. Following the Gender Equality Plan, this initiative is dynamic so that it can respond to developments, it will be continually monitored, but it will continue as long as necessary to meet current and future goals and ambitions.

Lokale strategiske indsatser

CBS' strategiske ambition skal realiseres gennem igangsættelsen og gennemførelsen af en række strategiske indsatser. Langt størstedelen af disse vil være lokale indsatser, der udspringer af idéer fra de enkelte institutter/enheder, og som tager udgangspunkt i de enkelte institutters/enheders særlige profiler, potentialer og styrker.

Lokale strategiske indsatser – definition

En lokal strategisk indsats er karakteriseret ved at være klart forankret på et enkelt institut eller i en enkelt enhed og med begrænset behov for involvering af og struktureret afrapportering til hele direktionen. De lokale strategiske indsatser vil dog udmærket kunne indebære samarbejde på tværs af flere enheder.

De lokale indsatser skal understøtte institut- eller enhedsstrategierne og/eller med lokalt afsæt understøtte realiseringen af en eller flere af prioriteterne (centrale, forbundne eller separate) i CBS' fælles strategi.

Udviklingen og udfoldelsen af de lokale strategiske indsatser vil i vidt omfang skulle ske inden for rammerne af de allerede allokerede midler til institutterne/enhederne. Ved behov for yderligere finansiering vil der under visse omstændigheder kunne tildeles centrale midler til indsatserne. Det er dog vigtigt at fastslå, at *alle* lokale strategiske indsatser – uanset om de er finansieret lokalt eller via centrale midler – udgør et væsentligt og værdifuldt bidrag til realiseringen af CBS' strategiske ambition. Tildelingen af centrale midler til visse lokale indsatser er således ikke udtryk for, at disse betragtes som vigtigere end indsatser, der finansieres lokalt eller via eksterne midler.

På nuværende tidspunkt er 42 lokale indsatser finansieret af centrale midler. Af disse er 34 af indsatserne forankret på institutterne, mens 8 er forankret i de adm. enheder.

Institutternes lokale strategiske indsatser

I bilag 1 findes en oversigt over de mange lokale indsatser, som er igangsat på institutterne (såvel centralt som lokalt eller eksternt finansierede).¹ I oversigten er det angivet, hvilke dele af CBS's strategi, som de enkelte indsatser bidrager til realiseringen af.

Indsatserne er kategoriseret under 12 overskrifter med udgangspunkt i strategiens centrale prioriteter (#), forbundne prioriteter (@) og separate prioriteter (!):

1. Development of courses and new programmes:

- Strengthen fundamental business knowledge in the educational portfolio (#1)
- Create incentives and support structure to design and deliver discipline-based education (#4)

¹ I oversigten er de centralt finansierede indsatser markeret med blå.

2. New transformative educational elements including new teaching methods and formats:

- Strengthen transformational capabilities in the educational portfolio (#1)
- Create incentive and support structure to design and deliver transformative education (#4)
- Increase transformative elements for students in all programmes (@1)
- Develop PhD education towards producing graduates **with transformational capabilities** grounded in research excellence (@3)
- Redesign the inclusion of practice (!3)

3. Recruitment:

- Attract a diversity of highly talented staff and internationally leading scholars (#2)

4. Nurturing talent/mentoring of young researchers:

- Develop and retain a diversity of highly talented staff and internationally leading scholars (#2)
- Develop PhD education towards producing graduates with transformational capabilities **grounded in research excellence** (@3)

5. Diversity:

- Attract, develop and retain of diversity of highly talented staff and internationally leading scholars (#2)
- Diversify campus life to increase the inclusiveness of the CBS community and the level of well-being (!2)

6. Societal challenges/big questions:

- Prioritise the exploration of big questions (#3)

Green Transition:

- Prioritise the exploration of big questions ([#3])

Digitalization:

- Prioritise the exploration of big questions ([#3])

Leadership:

- Prioritise the exploration of big questions ([#3])

7. Interdisciplinarity including STEM-collaboration:

- Venturing into transformative interdisciplinary [...] projects [#3]
- Increase link to other academic disciplines outside of CBS when reviewing our curricula (@2)

8. Collaboration with business, governments and civil society:

- Venturing into transformative, [...] and collaborative projects (#3)
- Redesign the inclusion of practice (!3)

9. Societal impact:

- Develop structured assessment of societal impact (@4)
- Redesign the inclusion of practice (!3)
- Transform society with business (vision)

10. External funding initiatives:

- Focus on external funding sources that help us achieve research excellence and transformational impact (@5)

11. Self-transformation:

- Create opportunities for transformation of the self through both self-reflection and engagement in a diverse and dynamic learning community (!1)

12. Attraction of students:

- Attract the best students and turn them into lifelong learners (#5)
- Review the admission system (!4)

Initiative
Department of Accounting (ACC)
Endowed Professorship (FSR)
Time Mirror project (Danmarks Frie Forskningsråd) (samarb. m. IOA)
Owner Managed Businesses project (Industriens Fond) (samarb. m. FI)
NFF Endowed Professorship - long term ownership (Novo Nordisk Fonden)
Nordic Finance and the Good Society
Master Program Life Science
Development of course content and pedagogical methodology in the Financial and Management Accounting courses.
HD Business
Next Generation of owner managers (Industriens Fond) (samarb. m. FI)
Department of Digitalization (DIGI)
The economic value of data (samarb. m. SI)
CBS as a Center for Cybersecurity Governance
Ecological thinking and the transformation of business (samarb. m. MPP og OM)
Digital Ecosystems
Digital Tech Summit
Teaching Buddies
Building strong portfolio of IT electives
DIREC
Digital Transformation of Work
Cyber Simulator
Mood synchronicity
Sustainability and Blockchain
Department of Int. Economics, Government and Business (EGB)
Cross-cultural compassion – a new research area
Employing explainable artificial intelligence for assessing the contribution of stakeholder values and social preferences to enterprise value generation
EGB societal challenges theme groups
Talent Development/mentoring
Development of education to address societal challenge themes
Produce a societal impact report
Academic Director Nordic Case House CBS
Inequality Platform
HUMAC project - private sector engagement in human action
RENew - Reimagining Norden in an Evolving World: An Excellence Hub in Research, Education and Public Outreach
Risky Business: Managing in a world with extreme exposures
VIETSKILL - Innovating Vietnam's TVET system for sustainable growth
Konference: Japan and Japanese Studies in the 21st Century"
Department of Economics (ECON)

Transition in pensions: A European perspective
Institute for Behavioral Economics at CBS and University of Chicago
ENERforsk – Danish Energy Research Network
Two-speed Denmark? The spatial dimension of robotization
Creating thematic research units
Department of Finance (FI)
Big Finance Data
Danish Finance Institute
Gender balance/Diversity
Conferences with both reserach and practioner-oriented focus (PeRCent, DFI)
Placement of our PhD students at international top universities and business schools
Recruitment in international job marked for finance PhD candidates
Department of Organisation (IOA)
Enhancing Leadership in complex, large-scale projects addressing grand societal challenges
Department sustainability policy
Research projects within climate and sustainability
Responsible Digital Transformations
Organizing for transformative innovation
The future of food (samarb. m. SI)
Department of Marketing (MARKTG)
Data-driven Pedagogical Decisions Related to Optimizing Online Teaching and Students' Learning and Well-being
Co-creating and Disseminating Knowledge: Closing the Gap between Research, Education, and Practice
State-of-the-art platform for developing and sharing knowledge on value co-creating padagogy at CBS (samarb. m. DIGI)
Marketing Signature Course Pack
Ph.D. Program
1-Year Master in Sustainable Tourism and Hospitality Management
Research projects related to sustainability
Research projects related to big data / digitalization
Book project on business education + Nordic Nine
Book project on achieving societal impact through engaged and collaborative scholarship
Book project on teaching and learning in business schools
Book project on leadership of academic departments
Book project on academic career development
Book project on big data in small business
Department of Management, Politics and Philosophy (MPP)
The Nordic Model of Governance
Advanced seminar on modern technology (samarb. m. MSC)
Stress prevention and well-being among students
The business in democracy initiative (BiDEM) (samarb. m. DIGI, MARKTG og MSC)
Transformational economies and societies
Transformational capabilities@CBS
Assistent Professor Success Initiative
Multiple values and rational decision-making
Legal Studies Hub

Entrepreneurship Signature Course Pack
Department of Management, Society and Communication (MSC)
Environment, social and governance network (ESG Network)
Leadership, complexity and transformation (samarb. m. MPP)
Mind Science Project
BeaCoN (Novo Nordisk Foundation)
Making Oceans Count in the Nordic financial system (Velux)
AI Reuse (DFF)
Horizon2020 research projects (BECoop, IProduce, DRYADS, HECAT, Aurora, Inculturum)
DFC-funded research projects (GVC & Climate Change, HotSpot, PASCMAc, Decent Work & GVC, RISC, ACIG, Everyday Humanitarianism, Power and Inequality in global production systems)
Sapere Aude research projects (SUSTEIN, DIGIBASE, Operative Fictions)
Innovationsfonden research projects (PIN, PlantPro))
Minor in ESG (MSc BLC)
EMBA/FTMA Governance & Sustainability Concentration
New HD Elective (Bæredygtig udvikling)
Coursera courses (sustainable business and innovation + AI)
Focus on the careers of PhD and Postdocs
Focus on attracting and retaining (non-tenured) talent
Focus on new MSC Research Cluster Technology & Society
Department of Operations Management (OM)
Implementing “Starting a business” as transformative elements for students
Power to X as a Case in Major Courses
Decarbonization In The Maritime Industry
Exploring New Teaching Formats
Sustainable Procurement
Reimagining Supply Chains
Signature Course Packs in Performance Management
Accounting, Organizations and Decision-Making
Developing the new Msc. Economics and Business Administration
Pricing Management
Develop OM Ph.D. line
Strengthen Publication Culture and Practice
Funding Strategy and Practice 2.0
Develop Tenure Track /REEAD revisited at department level
Develop and Implement DVIP strategy
Implement “How we talk together matters” mindset
Department of Strategy and Innovation (SI)
E-NERD - European Network of Excellence of Research on Digital Economy
The future of food (samarb. m. IOA)
Entrepreneurship and user/patient innovation (samarb. m. DIGI og MARKTG)
CBS-MIT Junior Development Program
Pathways for promoting firms’ green transition
The Value of Childlike Human Capital for Leaders and Entrepreneurs
Creating ‘activity hubs’ around certain research and teaching areas
Designing a structured set of PhD courses
Introducing a ‘minor’ at the MSc level

Strategy & Innovation Lab
Tax (dis)honesty in the digital economy (research project)
Standardized course packs

* De med **blå** markerede indsatser er de, som er centralt CBS-finansierede.

1. Development of courses and new programmes (new academic content)	2. New transformative educational elements including new teaching methods and formats	3. Recruitment	4. Nurturing talent/mentoring of young researchers	5. Diversity	6. Societal challenges/big questions
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		X	X	X	X
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					X
X					

6.1 Special initiatives within Green Transition	6.2 Special initiatives within Digitalization	6.3 Special initiatives within Leadership	7. Interdisciplinarity including STEM-collaboration	8. Collaboration with business, governments and civil society	9. Societal impact
				X	X
X				X	X
	X			X	X
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10. Eksternal funding initiatives	11. Self- transformation	12. Attraction of students
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Sammenhæng mellem CBS' strategi og den Strategiske rammekontrakt

CBS' strategi

Strategisk rammekontrakt

Krav fra ministeren

Strengthen both fundamental business knowledge and transformational capabilities in the educational portfolio

Attract, develop and retain a diversity of highly talented staff and internationally leading scholars

Prioritise the exploration of big questions and develop incentive and support structures for venturing into and leading transformative, interdisciplinary and collaborative projects

Create incentive and support structures to design and deliver discipline-based and transformative education

Attract the best students and transform them into lifelong learners

CBS' viden bidrager til løsningen af de store samfundsspørgsmål

CBS' dimittender har kompetencer, der matcher erhvervslivets fremtidige behov

CBS øger diversiteten blandt ansatte og studerende

CBS styrker de studerendes faglige udvikling og trivsel

CBS styrker livslang læring og går forrest i udviklingen af det "læredygtige samfund"

Grøn omstilling

Styrket ind i fremtiden (flere talenter i spil)

Læring og trivsel

Uddannelser og viden i hele landet

5. ØVRIGE MEDDELELSER OG EVENTUELT – ORIENTERING

Spor 1: Løbende og systematisk orientering

Formålet med punktet er, at bestyrelsen kan orienteres om og kan stille spørgsmål til sager, der umiddelbart ligger uden for bestyrelsens område, men som det vurderes vigtigt, at den kender til/er opdateret omkring.

Formanden og direktionen vil under dette punkt kort supplere den løbende skriftlige information til bestyrelsen med en mundtlig orientering om udvikling og aktiviteter siden seneste bestyrelsesmøde.

På mødet den 7. februar 2022 orienterer bestyrelsesformanden kort om:

- Formand og konst. rektors besøg på CBS' institutter i december 2021.
- Nyt koncept for CBS' årssdag, der ændres fra CBS' årsfest til CBS Summit.

Det indstilles, at:

- Bestyrelsen tager orienteringerne til efterretning.

Bilag:

5.1 Formandens institutbesøg december 2021 - opsamling

5.2 CBS Summit 2022

Møde i CBS bestyrelsen / 7. februar 2022

Formandens institutbesøg, december 2021

Opsamling

I december 2021 blev der gennemført en række bilaterale møder mellem CBS' bestyrelsesformand Torben Möger Pedersen og CBS' institutledere. Konstitueret rektor Inger Askehave deltog ligeledes i møderne.

Formandens prioritering af disse møder skal ses i lyset af, at institutlederne betragtes som en central del af CBS' ledelse og som en vigtig aktør i forhold til udbredelse og forankring af de ledelsesmæssige beslutninger i organisationen. Møderne efterlader da også det indtryk, at alle institutledere er meget dedikerede i forhold til både CBS og deres respektive institutter og udviser stor ansvarlighed og engagement ift. varetagelsen af deres opgave som institutledere.

Dette notat indeholder en opsamling og oversigt over de temaer, som blev drøftet mellem formanden og institutlederne.

Strategi og strategirealisering

Alle institutter kan identificere sig med og bakker op om CBS' nye strategi og bidrager alle på hver deres måde til realiseringen heraf. Dels har alle institutter – som forudsætning og afsæt for arbejdet med den overordnede strategiske dagsorden – fokus på at sikre og styrke kvaliteten i deres forsknings- og uddannelsesaktiviteter, og dels bidrager alle institutter til realiseringen af de enkelte strategiske prioriteter – enten gennem lokale eller tværgående strategiske indsatser.

Institutterne har fokus på den samfundsmæssige relevans af deres aktiviteter. Dette ses ikke mindst på uddannelsesområdet, hvor CBS's kandidater generelt er meget efterspurgt blandt erhvervslivets aftagere, men også i forhold til institutternes forskningstematikker og -projekter er der stor fokus på relevansen og aktualiteten af disse. Eksempelvis beskæftiger flere institutter sig med forskellige problemstillinger knyttet til den aktuelle Covid 19-pandemi, bl.a. *Department of Operations Management*, der ser på de forsyningsmæssige udfordringer ift. håndteringen af pandemien og *Department of Economics*, der undersøger de økonomiske konsekvenser af nedlukningen inden for forskellige sektorer.

Institutterne er tillige optagede af et sikre et større "ude fra og ind"-perspektiv på deres aktiviteter. Flere institutter gav eksempler på samarbejder med erhvervslivets aktører. Disse samarbejder vedrører primært det uddannelsesmæssige område, men flere forskningsprojekter gennemføres også i samarbejde med erhvervslivet. Som blot ét blandt mange eksempler herpå kan nævnes *Department of Accounting's* samarbejde med revisionsbranchen.

Håndtering af de store samfundsmæssige udfordringer

Dialogen med institutlederne har bl.a. omhandlet de enkelte institutters bidrag til adresseringen af (nogle af) de store samfundsudfordringer, herunder den grønne omstilling og den digitale omstilling.

På alle institutter er der forskere, der beskæftiger sig med disse emner, men der er selvsagt institutter, for hvem disse temaer ligger mere lige for end for andre. Eksempelvis har *Department of Management, Society and Communication* og *Department of Organization* stort fokus på den grønne omstilling, mens *Department of Digitalization* naturligt spiller en stor rolle ift. den digitale omstilling.

I forhold til sidstnævnte institut omhandlede dialogen mellem formanden og institutlederen spørgsmålet om, hvordan instituttet kan understøttes og styrkes således, at det kan spille en (endnu) større rolle i opfyldelsen af CBS' ambition om styrke sin profil og impact inden for det digitale område, herunder i forhold til udformningen af en digital strategi for CBS og dannelsen af partnernetværker med de store IT-virksomheder. Også

andre institutter vil være centrale aktører i arbejdet med dagordenen omkring digitalisering, bl.a. *Department of Management, Society and Communication* og *Department of Marketing*.

Såfremt der er bestemte samfundsmæssige udfordringer, som CBS særligt ønsker at adressere og profilere sig på, fx den grønne omstilling og den digitale omstilling, vil det være væsentligt, at alle institutter forholder sig til, hvordan de hver især kan bidrage til adresseringen af og arbejdet med netop disse problemer.

Kommunikation og formidling

Et forhold, som nævnes af flere institutledere og noget, som der bør være et generelt fokus på, er, hvordan den viden, der produceres på CBS, i højere grad kan bringes i spil og gøres synlig og tilgængelig for omverdenen – ud over via den formidling der sker via undervisningen af de studerende.

Flere institutter arbejder med lokale løsninger, fx *Department of Organisation*, der har etableret en lokal impact-taskforce og *Department of Strategy and Innovation*, der har etableret et "Strategi and Innovation Lab" i et forsøg at skabe en platform for forskningskommunikation og impact. Der synes dog også at være behov for en større central indsats på dette område. I den forbindelse kan nævnes, at der allerede er truffet beslutning om en ny digital platform for CBS.

Skærpelse af institutprofiler

Flere institutter har igangsat (eller planlægger at igangsætte) et arbejde omkring skærpelse af institutternes profiler. Baggrunden herfor er forskellig. For *Department of Management, Politics and Philosophy*, der er dét institut, som berøres mest af den kommende studiepladsreduktion, handler det om at skabe et institut, der er mere integreret med resten af CSB, mens det for *Department of Int. Economics, Government and Business* er et spørgsmål om at skabe en klar identitet for et forholdsvis nyetableret institut.

Fælles for de institutter, som arbejder med dette er, at strategien og dens fokus på samfundsmæssige udfordringer og transformative kompetencer anvendes som udgangspunkt for justeringerne/ændringerne.

Et element i arbejdet med skærpelsen af institutprofilerne er tillige arbejdet med "signature course packs", som for alle institutter vil kunne være et redskab til at integrere det respektive instituts særlige faglige profil bredt på uddannelserne.

Rekruttering og diversitet

Flere institutter oplever udfordringer med at kunne rekruttere tilstrækkeligt kvalificerede medarbejdere, herunder særligt dansktalende medarbejdere. I forhold til CBS's ambition inden for det digitale område er dette en udfordring, da *Department of Digitalization* bl.a. er et af de institutter, som oplever rekrutteringsudfordringer og på nuværende tidspunkt ikke har ressourcer til imødekomme efterspørgslen efter instituttets kompetencer.

Inden for visse fagområder, bl.a. finansiering og regnskab, har man svært ved at matche lønningerne i den private sektor eller på universiteter andre steder i verden. I forhold til udenlandske forskere har det den konsekvens, at det primært er folk, der i forvejen har en tilknytning til Danmark (fx familie i Danmark), som man kan tiltrække. *Department of Finance* forsøger at afhjælpe problemet omkring de store lønforskelle via stipendier fra "Danish Finance Institute". Det vil være relevant at undersøge, hvorvidt en lignende model vil kunne etableres inden for andre fagområder, fx inden for regnskab hvor revisionsbranchen og de store revisionsfirmaer burde have en egeninteresse i at bidrage til et stærkt regnskabsmiljø på CBS.

I forhold til at tiltrække udenlandske forskere er det endvidere en udfordring at sikre attraktive karrieremuligheder for medfølgende ægtefæller. Der vil kunne være grundlag for en fokuseret indsats på dette område, fx ved at indgå aftaler med nogle af de store virksomheder i hovedstadsområdet.

Stort set alle institutter oplever desuden udfordringer med at sikre en tilstrækkelig kønsdiversitet – særligt på professorniveau. Flere institutter har således slet ingen kvindelige professorer, og for de yngre kvindelige forskere (og studerende) mangler der derfor kvindelige forbilleder på seniorniveau. Den manglende kønsdiversitet er tillige en udfordring ift. hjemtagning af eksterne midler, hvor mange bevillingsgivere stiller krav om repræsentation af begge køn i forskningsansøgningerne. Denne udfordring forudsætter en langsigtet indsats, der bl.a. også involverer et arbejde med kulturen og sikringen af, at man som kvindelig forsker ikke følger sig ekskluderet i et miljø med mange mandlige ansatte.

Administrative processer

Flere institutledere giver udtryk for, at de oplever en række af de administrative processer unødigt lange og tunge – særligt i forbindelse med ansættelser, hvor der er etableret en række interne krav og processer med henblik på kvalitetssikring. Institutlederne nævner eksempelvis kravet om en bestemt karakter i forbindelse med ph.d.-ansættelser og CWAC-set up'et som forhold, der dels besværliggør deres arbejde og dels fratager dem indflydelsen og ansvaret for beslutninger af relevans for instituttet.

Der kan med fordel ses nærmere på, hvorvidt det vil være muligt at optimere, effektivere og standardisere en række af de administrative processer.

Studiepladsreduktioner

Formanden benyttede bl.a. møderne med institutlederne til at drøfte den aktuelle dagsorden omkring studiepladsreduktioner og CBS's plan herfor. Alle institutledere bakker op om den foreslåede løsning og de kriterier (ledighed og økonomi), der er lagt til grund herfor.

Institutlederne udtrykte endvidere opbakning til idéen omkring en uddannelsesportefølje bestående af uddannelser, hvori de studerende både opnår en række grundlæggende business fagligheder og andre relevante og perspektiverende fagligheder, der er med til at tone de enkelte uddannelser i forskellige retninger.

Den strategiske dagsorden om, at alle studerende, der dimitterer fra CBS, skal have transformative kompetencer er endvidere en dagsorden, som mange institutter føler sig kaldet til at byde ind med løsninger til.

Institutledernes uddannelsesmæssige rolle

I forlængelse af spørgsmålet om studiepladsreduktioner blev spørgsmålet om institutledernes rolle i forhold til uddannelsesporteføljen tillige drøftet med flere af institutlederne.

Med den nuværende Matrix-organisering har institutlederne alene en ret beskeden rolle ift. indholdet og sammensætningen af uddannelserne. Dette vanskeliggør et tværgående ansvar og blik på uddannelserne, hvor det sikres, at de enkelte uddannelser indeholder de "rigtige" fag, at fagene undervises af de institutter, der er fagligt bedst kvalificerede hertil (forskningsbaseret), at underviserressourcerne fordeles mest optimalt på tværs af den samlede uddannelsesportefølje, og at der er den rette balance og sammenhæng ml. organisationens forsknings- og uddannelsesaktiviteter.

Matrixstrukturen og det ledelsesmæssige ophæng kan med fordel genbesøges bl.a. med det formål at undersøge, hvorvidt og hvordan institutledernes engagement og rolle i bemanningen af uddannelserne kan styrkes.

Næste møderunde

Næste runde af møder ml. formanden og institutlederne vil blive planlagt til efteråret 2022 og vil herefter foregå én gang årligt.

#CBSSummit

Time for Reflection

Torsdag den 19. maj 2022

CBS Summit

- CBS' årsdag skal understøtte CBS's vision og mission – derfor ændrer vi konceptet for CBS årsfest til CBS Summit
- På CBS Summit mødes deltagerne omkring et tema (i stedet for en klassisk fejring) – dvs. et strategisk event
- CBS Summit giver anledning til at netværke med flere af deltagerne (forskellige settings ved de tre retter)
- Deltagerne er nøje udvalgte – relevante og vigtige stakeholders for CBS (gæster inviteres uden ledsager). Det vil fx være repræsentanter fra erhvervslivet, fonde, politikere og CBS'ere
- CBS Summit finder sted på en torsdag (tidligere på fredage)
- Total antal: 400 gæster (tidligere 600)

Tema i 2022: Time for Reflection – leadership

FORMÅL OG ØNSKET EFFEKT:

- At vække gæsternes nysgerrighed og passion i forhold til aktuel forskning og samarbejde
- At inspirere gæsterne til igennem deres ledelse at skabe rammerne for et transformativt samfund
- At anspore gæsterne til at udvikle deres personlige lederskab

VIRKEMIDLER:

- TALKS: CBS forskere præsenterer nyeste forskning indenfor leadership inkl. stående forret
- TALER: Rektor- og ministertale inkl. hovedret ved runde borde med bordplan
- NETVÆRK: Tale med nye og gamle relationer inkl. stående dessert

Program

- 17.00 Ankomst og velkomstdrink
- 17.30 Talks (runde 1)
- 18.00 Forret (stående)
- 18.30 Talks (runde 2)
- 19.30 Tale ved rektor
- 20.35 Hovedret
- 20.45 Tale ved minister
- 21.30 Dessert (stående)



Kommunikationsplan

	Januar	Februar	Marts	April	Maj
Inviterede		Mark the Date	1/3 Invitation 1. runde 22/3 Invitation 2. runde	Vælg Talks	18/5 Praktisk info (husk #) 19/5 CBS Summit 20/5 Tak + evaluering
Lederkommunikation	11/1: IL/DIR-møde - info om koncept				
Interne (CBSshare)	Uge 2: Info om koncept				23/5 Artikel om CBS Summit
Øvrige eksterne					20/5 SoMe og cbs.dk 20/5 Gæsterne deler på SoMe