CBS CENTER FOR ENTERPRISE FOUNDATIONS

September 2026 ST

Foundation Advisory Board (FAB)
Center for Enterprise Foundations (CEFS)
Copenhagen Business School (CBS)

The Advisory Board

Terms of Reference

1. Purpose and Role

The purpose of the Center for Enterprise Foundations (CEFS) is to promote and produce high-quality research on enterprise foundations and to disseminate it through academic journals, education, social media, newspapers, conferences, workshops and meetings with foundations and other professionals.

The role of the Foundation Advisory Board (FAB) is to keep the sponsoring enterprise foundations informed about CEFS's activities, including research and publications, research plans, academic succession and recruitment, and dissemination at conferences, workshops, and seminars.

The FAB is strictly advisory. It meets in a non-executive capacity to be informed about the progress and activities of the Center. It has no decision-making authority and does not participate in the management of CEFS. It cannot interfere with the Center's research, or outreach activities and bears no responsibility for any of the activities or decisions made by the Center Leader or other members of the CEFS.

2. Membership and Composition

The FAB is composed mainly of representatives from the enterprise foundations that sponsor the Center's research. However, to ensure the connection to CBS, it is chaired by the President of CBS.

FAB members serve for a renewable 5-year term. They may withdraw at any time; however, it is hoped that in general they will only do so at the end of a five-year term.

Center employees and leaders cannot be members of the FAB, but the Center Leader attends its meetings to inform the board and may ask CEFS employees and affiliates to present their work.

3. Roles and Responsibilities

The Chair oversees meetings, sets the agenda, and serves as the primary point of contact with the Center Leader and the CEFS Academic Advisory Board, which is composed of prominent international professors with expertise in the research area.

FAB members are expected to attend the meetings, review meeting materials (which they will receive at least one week before the meetings) and give their views on agenda items.

4. Operations and Meetings

The FAB normally meets twice a year for two hours. An extraordinary meeting may (in exceptional circumstances) be called with the consent of a majority of the board. When it is deemed necessary, the board or individual board members may be consulted by e-mail.

A quorum of at least four FAB members is required to hold a meeting or (in the case of disagreement) to vote on recommendations. If the Chair is prevented, the Vice Chair chairs FAB meetings. An advisory committee is elected as a point of contact with CEFS management between board meetings.

The Center Leader reports on the Center's activities and highlights issues of particular importance. The Deputy Center Leader or the Center Coordinator takes minutes, which are distributed following the meeting with approval of the Chair.

5. Confidentiality and Conflicts of Interest

Discussions and materials relating to FAB meetings are confidential and may not be disclosed without the approval of both the FAB and the Center Leader.

Members are required to disclose any potential conflicts of interest before the meeting or when they become apparent during the meeting.

6. Compensation and Expenses

FAB membership is voluntary and unpaid.

All reasonable travel or administrative expenses may be reimbursed in accordance with the policies and procedures of Copenhagen Business School.

7. Review and Dissolution

The effectiveness of the FAB will be assessed annually by the Chair and Vice Chair after consultation with its members.

The FAB may, if necessary, be dissolved by the President of Copenhagen Business School.

8. Terms of Reference

These Terms of Reference are approved by the Center Leader, the Chair and Vice Chair of the FAB. They may, if necessary, be amended after consultation with the FAB. They were approved at the Foundation Advisory Board Meeting 23 September 2026.