6 September 2026 ST/CM

Academic Advisory Board (AAB)
Center for Enterprise Foundations (CEFS)
Copenhagen Business School (CBS)

The Academic 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 foundation and other professionals.

The role of the Academic Advisory Board (AAB) is to advise CEFS on academic matters, including research strategy, academic succession and recruitment, academic
publication, and dissemination at conferences, workshops and seminars.

The AAB is strictly advisory. It meets in a non-executive capacity and gives advice but does not make decisions. It does not bear responsibility for any of the activities or decisions made by the Center Leader or other members of the CEFS.

AAB members are welcome to engage in the center's research activities, but there is no expectation or requirement for them to do so.

2. Membership and Composition

AAB members are appointed by the Center Leader in consultation with the Chairperson and incumbent AAB members.

The Center Leader is appointed by the President of CBS.

The Chairperson is appointed by the Center Leader in consultation with the President of CBS and incumbent AAB members for a two-year term, renewable for a maximum of two further two-year terms.

The AAB consists of prominent international professors whose research background and research interests enable them to contribute significantly to the center's research activities. Members serve in their personal academic capacity and not as representatives of their universities or other institutions.

Members serve two-year terms, renewable for a maximum of two further two-year terms. They may retire at any time, but it is hoped that in general they will only do so at the end of a two-year term.

Center employees and leaders cannot be members of the AAB but may be invited to attend its meetings.

3. Roles and Responsibilities

The Chairperson runs meetings, sets agendas, and serves as the primary point of contact with the Center Leader and the CEFS Foundation Advisory Board, which is composed of sponsoring enterprise foundation members and chaired by the President of Copenhagen Business School.

Board members are expected to attend all meetings, have read material (which they will receive at least one week before the meetings) and give constructive and frank advice on agenda items.

4. Operations and Meetings

The AAB meets virtually 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 AAB members, including the Chairperson, is required to hold a meeting or (in the case of disagreement) to vote on recommendations.

The Center Leader and the Deputy Center Leader attend the meetings and participate in discussions but are not members of the board. The Center Leader reports on the center's activities and highlights issues of particular importance. The Deputy Center Leader takes minutes which are distributed after the meeting with approval of the Chairperson.

5. Confidentiality and Conflicts of Interest

AAB meeting discussions and materials are confidential and may not be disclosed without the approval of the board.

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

AAB membership is voluntary and unpaid. The Chairperson may be compensated at a rate agreed with the board for the time commitment associated with the position.

All reasonable travel or administrative expenses are to be reimbursed subject to CBS rules.

7. Review and Dissolution

The AAB's effectiveness will be assessed annually by the Chairperson after consultation with its members.

The board 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 and the Chairperson. They may be amended after consultation with the board.