



Copenhagen
Business School
HANDELSHØJSKOLEN

Strategic people issues: recruitment, career development and management in academia

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*Double Hurdle teaching and research
(Pettigrew)/ Engaged Scholarship
(Van de Ven)*

Scholarly quality

and

Business relevance



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Scholarship with Impact

- Internationalism
- Interdisciplinarity
- Distinctiveness
- Engagement
- Innovation



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CBS Guiding Principles

- **Dedicated to Relevance** is our commitment to blending demand-driven research with scholarship for its own sake. We learn and teach to meet the challenges of today and we seek new knowledge to shape our world tomorrow.
- **Creating Distinctiveness** is our continuous process of redefining and recreating the unique traits that set us apart – the differences that make a positive difference. Our distinctiveness emerges from the constant interactions of diverse people, perspectives and ideas.



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- **Committed to Excellence** is our dedication to exceeding our stakeholders' expectations. We measure our performance in education, research and administration, and we make every effort to exceed the highest quality standards.
- **Rewarding Imagination** is our way to energize and enrich our intellectual lives. Academic freedom, strength of argument and transformative action are key to challenging current ways of thinking, developing original ideas and describing the world in new ways.
- **Join Us** is our commitment to strengthen the CBS community. Living by high ethical standards and mutual respect makes others want to join us.



Global premises

- 1 **The atlas of science is shifting**
- 2 **Society requires open access and knowledge exchange**
- 3 **Social technology is revolutionizing our relations**
- 4 **The demographic balance is changing**
- 5 **Sustainability is no longer a matter of choice**
- 6 **Competition in international business school sector is growing**

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transdisciplinary schools have been established at ASU since 2002.







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Manifesto *(what we aim to do)*

- *Advance Denmark and the region while engaging globally.*
- *Build academic knowledge, entrepreneurial talent and managerial skills that have purpose and impact.*
- *Transcend scientific, industrial and geographical boundaries.*
- *Inspire sustainable ways of working.*
- *Innovate the business of business schools.*



Strategic Themes *(defining our priorities)*

- 1. Addressing Grand Societal and Business Challenges that Influence the Region***
- 2. Extending Global Engagement***
- 3. Improving Society through Research***
- 4. Educating to Transform People***
- 5. Creating Synergies between Education and Research***
- 6. Cultivating Opportunities for People, Business and Society***
- 7. Providing Value for Money***
 - 7.1 Providing Value for Money to Key Stakeholders***
 - 7.2 Creating Excellent Business Infrastructure***
 - 7.3 Securing Long-Term Financial Flexibility***



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Recruiting in a national/regional/international market

- Creating the conditions for recruitment success
- Opening up the process
- Speeding up the process
- Balancing teaching and research needs



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Building the academic career

- Setting clear standards
- Promotion/appointment
- Integration *af udlændinge*
- Creating positive career tracks



Lessons for management

- Changing expectations
- Building from within and without
- Emergent and designed strategies
- The crucial role of the IL/SL



Concluding questions

- How much freedom of strategy and operation should be granted to Danish universities?
- How to establish clear recruitment priorities without stifling innovation?
- How to maintain development in adverse economic circumstances?
- What is the best balance between cooperation and competition among Danish universities?