

# BILAG 1



AALBORG UNIVERSITET

Institut for Økonomi og Ledelse  
Fibigerstræde 2  
9220 Aalborg Øst

## Institutrådsmøde tirsdag d. 8. maj 2018

Kl. 9.30-11.00, Fib11-93

### *Medlemmer:*

Christian Nielsen (formand), Allan Næs Gjerding (VIP), Louise Hansen (VIP), Jacob Rubæk Holm (VIP), Reimer Ivang (VIP), Helle Arenshøj (TAP), Michael Simonsen (TAP), Jess Nordstrøm Larsen – (Økonomernes forening) og Christian Juel Nicolajsen (AAU Studentersamfundet).

### *Observatører fra forskningsgrupper uden valgte medlemmer:*

Erik Werlauff/Gitte Søgaard, Ina Drejer, Michael Fast, Morten Lund,

Afbud: Niels Sandalgaard, Finn Olesen

### *Inviterede forskningsgruppeledere fra grupper med valgte medlemmer:*

Mette Winther

Afbud: Jesper Lindgaard Christensen, Lars Ehlers

### *Sekretær for udvalget:*

Gro Stengaard Villumsen

## Referat

### 1. Godkendelse af dagsorden

Godkendt. Dog manglede Christian Jule Nicolajsens navn at fremgå af den udsendte dagsorden. Dette rettes i den version, der ligges på intranettet.

### 2. Godkendelse af referat

Godkendt

### 3. Forskningsevaluering – BG deltager under dette punkt

CN og BG orienterede om status. Styregruppen har afholdt sidste møde, og den endelige rapport inkl. panelets anbefalinger bliver trykt i næste uge, hvorefter den uddeles til alle ansatte på instituttet. Herefter blev institutrådet inviteret til at kommentere på processen:

Kommentarer fra institutrådet:

- RI: Det har været fornuftigt i IBC. Det har passeret med, at vi alligevel skulle lave et strategi review, og processen har været fin. Det er klart, at det er et stort ekstraarbejde, med møder og skrivearbejde. Taget i betragtning, at det er første gang, vi gør det, så er det gået ok. Der er selvfølgelig også ting, der ikke bliver fanget, da det er en ren forskningsevaluering. Man kunne måske vælge at udvide den, så den dækker gruppernes aktiviteter bredere.
- MVL: Det var et meget kompetent udvalg, som var gode til at identificere vores problemer og udfordringer. Det var en hjælp i forbindelse med en proces, der var i gang i FIRM-gruppen. Helt lavpraktisk, var de templates vi skulle udfylde lidt uklare i forhold til, hvad der skulle skrives under de enkelte punkter.
  - ANG: Vi har holdt strategiseminar i sidste uge, og i forhold til tidligere, så har vi steppet op. Så det vigtige er, hvad der sker efter panelbesøget.



- GS: For os var det nyt. Vores forventninger var ikke voldsomt store, vi tænkte at det var endnu en papirtiger, men vi fik to ret vigtige ting ud af det. For det første fik vi italesat, at vi er en forskningsgruppe, vi er begyndt at arbejde med vores diversitet. Nu har vi fået en tilskyndelse og ramme for, hvordan vi skal arbejde som forskningsgruppe. Og for det andet gik vi meget positive fra mødet med panelet, over hvor gode de var til at se ind i vores gruppe. Nu skal vi finde ud af, hvordan vi vil arbejde videre med det.
- JRH: I forlængelse af hvad der er blevet sagt, så har vi fået noget ud af det. På trods af armlængden, så var panelet meget præcis. Det vigtige bliver, hvordan vi anvender det.
- LH: Vi fik italesat, hvor vi er på vej hen, det har været positivt for gruppen. Evalueringspanelet var gode til at påpege, hvor vi kan samarbejde på tværs af instituttet.
- ID: Det har været et nyttigt redskab. Panelet var ikke bange for at "gå i flæsket på os", men de gjorde det meget anstændigt, og det har tricket refleksioner. Anbefaling: udover at der måske skal flere punkter til forventninger i templateen, så skal der måske også være lidt mere vejledning til gruppen om, hvordan processen i gruppen kan fungere.
- MF: Lidt de samme overvejelser som de andre grupper. Problemet er den tid, der skal bruges, så det resulterede i en mere uformel proces i gruppen. I forhold til mødet med panelet var jeg også positiv og overrasket over, at de fik fat i mange ting. De var interessante. Det kunne have været rart med mere tid med panelet, og måske at de var kommet ud i miljøerne. De kom ikke med ting, der overraskede os.
- ML: Processen har betydet, at vi er blevet meget bevidste om fokus. Evalueringen har været en anledning for os til at kigge på, om vores mange projekter har en forskningsrelevans. Vi har også en bevidsthed om, at vi har mistet ressourcer i vores gruppe, som efterlader et tomrum som vi skal have udfyldt. Vi har fået klarlagt, at vi har delgrupper, der er langt fra hinanden.

CN takkede for kommentarerne og orienterede om, hvordan han ser processen frem mod institutseminaret. CN har afholdt møder med nogle forskningsgruppeledere. FIRM har været på seminar, og MAMTEP skal snart afsted. MAC vil gerne have en anden ekstern til at se på sig, som de vurderer, er tættere på deres faglighed. CN har en ambition om at besøge alle forskningsgrupper indenfor den kommende tid.

BG supplerede med, at der også er anbefalingerne på institutniveau, som skal drøftes. En del vedrører gamle "kendinge" som nok også skal drøftes i IR og gerne inden institutseminaret.

#### 4. Høring over ændring af universitets vedtægt

##### Bilag 2: Forslag til ændret vedtægt for Aalborg Universitet

LH orienterede om drøftelserne i akademisk råd. Høringssvaret i akademisk råd vil omhandle nogle af de områder, som blev fremført i rådets høringssvar til seneste vedtægtsændringer. Derudover er der bekymring i den hyppige henvisning til § 23 stk. 2. som argument for reduktion af indflydelse fra de kollegiale organer. Endelig er der bekymring for de mange ting som lægges på institutlederens bord.

Institutrådet kommenterede følgende i forhold til afgivelse af høringssvar fra Institutrådet.

- Hele processen omkring vedtægtsændringer har været enormt nedslående, når man kigger ind i universitetets fremtid.
- Det er klar, at der sker en enorm centralisering i den her organisation, og det vil kun fungere, hvis man laver operationel decentralisering. I en organisation, hvor der bliver så langt fra medarbejdere til ledelse, så har man brug for at medarbejdere kan træffe beslutninger for ikke at lamme organisationen og for at få så meget ud af organisationen som muligt.
- De studerende er bekymrede for hvordan nedlæggelse af studierådene påvirker de studerendes mulighed for indflydelse.



- Kan man eventuelt forholde sig til, det svar man fik i forbindelse med sidste hørings svar, hvor der var en oplevelse af, at det arbejde vi havde lagt i vores hørings svar blev fejlet af bordet og hvis hørings svar ikke bliver taget til efterretning, så giv os i det mindste i ordentlig tilbagemelding på hvorfor.
- Det handler om demokrati og magt. Derudover drukner vi institutlederne i opgaver, så de ikke har tid til andet.
- Man kan anlægge to perspektiver på det her. Man kan anlægge et medarbejderperspektiv, hvor man overdænger institutlederen med opgaver, så medarbejderne kan flyde under radaren. Eller man kan anlægge et organisatorisk perspektiv, og komme med nogle gode råd.
- Det virker som om, man tager de studerende ud af høringen i forhold til udvikling af uddannelser.

Institutrådet besluttede at afgive et hørings svar.

#### 5. Institutseminar

CN inviterede til deltagelse i planlægningsgruppen for årets institutseminar. ANG og LH meldte sig til planlægningsgruppen.

#### 6. Hjemtag af excellencemidler på institutniveau, ERC, Marie Curie, DFF etc.

CN orienterede om status på instituttets samlede portefølje over kompetencemidler, og inviterede derefter til drøftelse af, hvordan vi kan arbejde videre med dette område, eksempelvis ved at skabe større opmærksomhed på, hvem i forskningsgrupperne, der kan søge disse midler.

Kommentarer fra Institutrådet:

- Vi skal også tage en diskussion af, hvilke midler vi skal gå efter, og hvilke midler der understøtter ambitionen om at blive business school. Vi skal desuden opbygge en realistisk proces, hvor man bliver bevidst om, at det tager tid, og man vil fejle undervejs.
- Er det vigtigt for os som institut at have excellencemidler?
  - Der er prestige i der, særligt i DFF og ERC grants
  - Det indgår desuden i forskellige benchmarks, og AU og KU bruger det også politisk
- Vi skal også tale om motivationen for at gøre det. Det kan være opbygning af projektportefølje.
- Det er vigtigt at grupperne skeler til de steder, hvor det giver mening.
- Det handler også meget om det internationale netværk og at opbygge internationale relationer.

CN spurgte til, hvordan vi kan arbejde videre med det. Skal det munde ud i et institutarrangement eller skal vi tage det som en temadrøftelse i IR?

LH foreslog, at det kunne være en del af opfølgningen på forskningsevalueringen.

På baggrund af drøftelsen konkluderede IR, at vi skal have skabt en øget bevidsthed om excellencemidler.

#### 7. Input til dansk katalog med forslag til EU-missioner under FP9

**Bilag 3:** Mail modtaget d. 1. maj om koordineret AAU input til dansk katalog med forslag til EU-missioner under FP9

CN orienterede om mail modtaget d. 1. maj om koordineret AAU input til dansk katalog med forslag til EU-missioner under FP9, og spurgte om IR havde forslag til missioner.

ID kommenterede, at det udsendte oplæg til katalog er meget lidt tværgående, set i forhold til det medsendte notat af Mariana Mazzucatos forståelse af tværgående missioner.

ANG foreslog en mission omhandlende: Hvordan skaber man en europæisk stor by (medianby-størrelse)? Men har ikke tid til at fremsende noget inden for fristen.



Institutrådet besluttede, at der gives en tilbagemelding om, at vi gerne ville have meldt missioner ind, men at det ikke har været muligt med den korte tidsfrist.

CN gjorde samtidig opmærksom på, at alle er velkomne til at melde direkte ind.

## 8. Meddelelser

### a. *Meddelelser fra Institutlederen*

Der kommer en mail omkring afdækning af digitaliseringsområdet, som sendes ud til forskningsgruppelederne.

Ansættelse af sekretariatschef med personaleansvar for TAP samt omorganisering af studieadministrationen. Deadline for ansøgning ultimo maj, ansættelsessamtaler 12. 13. juni.

Der er på nuværende tidspunkt intet nyt i forhold til AAU-organisationsudvikling.

### b. *Meddelelser fra forskningsgrupperne*

Som foreslået på seneste møde, kan meddelelser fra forskningsgrupperne fremover indgå i instituttets nyhedsbrev. Indtil der ligger et format for dette, er punktet stadig på dagsordenen på IR-møder.

Udsat.

### b. *Meddelelser fra de studerende*

Udsat.

## 9. Kommunikation fra mødet

Følgende kommunikeres fra mødet:

Vedtægtsændringer.

## 10. Eventuelt

Intet.

# BILAG 2

## Bilag 2: Ny kategori i nyhedsbrevet "Kort nyt fra forskningsgrupperne" – punkt til institutrådsmøde

På institutrådsmødet d. 6. marts blev det foreslået, at Business News fremover kunne indeholde en fast kategori med titlen "Nyt fra forskningsgrupperne", som i punktform oplister nyheder fra grupperne.

### Forslag

Business News får en ny fast kategori ved navn "Kort nyt fra forskningsgrupperne", som linker til en kortfattet oversigt på instituttets intranet over nyheder fra grupperne. Formålet er, at læseren kan få et hurtigt overblik over, hvad der rører sig i forskningsgrupperne.

Oversigten bliver et supplement til de egentlige nyhedshistorier, som er vigtige at prioritere, fordi de kan bruges i markedsføringsøjemed og ofte finder vej til AAU's overordnede nyhedskanaler.

### Hvad vil det kræve?

Forskningsgruppelederen eller et andet udpeget medlem fra hver enkelt af instituttets forskningsgrupper skal i starten af hver måned sende to-tre nyhedspunkter til Torben. Nyhedspunkterne skal sendes i starten af hver måned, så Torben har tid til at udvikle udvalgte af dem til egentlige historier sammen med forskningsgrupperne.

### Nyhedstyper

Når forskningsgrupperne skal vælge nyhedspunkter, er en god tommelfingerregel at fokusere på, hvad der kunne have interesse for de andre forskningsgrupper internt på instituttet samt ikke mindst for eksterne. Interessante forskningsresultater og konkrete samarbejder med omverdenen (impact) har absolut førsteprioritet, og minimum ét af de to-tre nyhedspunkter skal handle herom. Det er denne type nyheder, som finder vej til AAU's overordnede nyhedskanaler.

Andre eksempler på nyhedspunkter kunne være ph.d.-forsvar, tiltrædelses- og gæsteforelæsninger, bogudgivelser, priser, jubilæer, besøg i og fra udlandet samt nye medlemmer af grupperne.

Hvert nyhedspunkt skal så vidt muligt være formuleret som overskriften på en avisartikel og må maks. fylde ca. 100 tegn (uden mellemrum).

# BILAG 3



## 2.12 Panel Evaluation

The overall conclusion of the Panel is that the quality of the research in the Department of Business and Management at Aalborg University covers a wide range of subjects, is presented in international journals, national journal, conference proceeding and books, is universally high and, in some cases, internationally leading. During the period of review, all research groups in the Department increased their level of research activity. The research groups in the Department design, conduct and publish research, based on which they interact with industry as well as society at a standard that is comparable with leading international research departments in the field of business and management. During the period up to 2017, an increase in the demand for courses and master programs in business and management has conveyed a situation with a growing number of faculty in the Department – an increase which can no longer be taken for granted in the future. It is therefore important for the Faculty of Social Sciences and the Department to be proactive in ensuring that the current resources are focused in a way that strengthens the Department's leading international position in key areas so that the quality of the Department's research can be maintained at the present level and improved during the coming years. A key aspect is also to work with introducing new faculty members to the international networks that senior faculty members have developed over the years. Some of the research groups face a challenge in strengthening their international collaborations in order to be able to reach the publication targets that the groups present for the coming years.

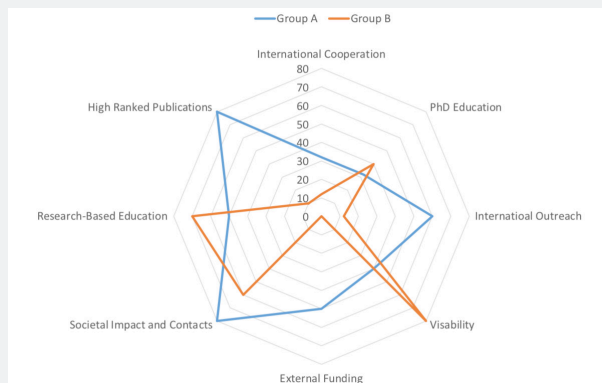
The panel has some concerns about the Department's organisational structure, that potentially can be adopted to a structure of less research groups.

With less research groups it can be easier for the Department to act more strategically in relation to for example being able to expand into new research areas taking advantage of funding opportunities as well as combining competences in a new way. Furthermore, the panel sees a need for the Department to develop department-level initiatives regarding PhD education and support for new faculty members. In other words, the Department needs to work with mechanism not only at the group level but also at the department level in order to act strategically during the coming years.

### Observations and recommendations

The research groups seem to give different priority to research, teaching and third-mission activities. Part of the groups are focusing on research, part of the groups on teaching and part of the groups on third mission. For some of the groups, the main sources for spreading research output is through students. For these groups it is very difficult to have international impact. This means that it is challenging for the Department to implement the same measures for all the research groups, and it calls for the Department to develop a system to acknowledge that there are heterogeneous ways to contribute to the overall priorities at the Department, Faculty and University level.

In general, research and research output may be evaluated in various dimensions (as shown in the figure below). It is not realistic that each research group can target and give equal priority to all dimensions at the same time, but at the Department level as a whole, it might be a more realistic strategy.



## Research output and potential

As measured in BFI/FTE, the research output of the Department of Business and Management increased during the period of 2012–2016. However, only a few A-level publications were published in the same period.

There is a core group of highly cited researchers at the Department, which provides a platform for the Department's research to get published in high-ranking journals. The h-index indicates that 15% of scholars with a profile on Google Scholar have an h-index above 20, and another 15% have an h-index between 10 and 20 (according to Figure 2.12).

All research groups in the Department indicate that they are aiming to increase the share of publications in high-ranking journals within the next five years. This may be too ambitious for some of the groups, as it may take up to 10 years to reach the level of getting published in top journals.


Based on these observations, the Panel recommends that the Department considers the following to improve its research quality and career development:

- The further development of systems and structures that support early career development and mentoring of junior scholars; this could take place across the different research groups.
- A more systematic use of sabbaticals should be established at the Department level as leverage for research. An alternative to sabbaticals is to plan the teaching activities on an individual level so that a period of 1–3 months per year is for focusing on research activities. This should be combined with an ex post evaluation of the outcome of the individual stays.

Some of the groups consistently work with international colleagues, who have had a positive impact on the Department's publications during the review period. A more systematic use of co-authorship, including inviting international colleagues as co-authors, is a way to increase collaboration and research output.

## International research collaboration

International research collaboration is important both for interacting with the aim to write a research application and for working together during research work, that can lead to co-authorship of publications. Within the Department, the focus of the groups has been different with respect to international research collaborations — some of the groups have international collaboration as part of their genes whereas other groups mainly work with national partners. This is also reflected in the different publications patterns (journals, books, conferences, etc.) that the groups demonstrate. Despite these differences in publications patterns, all groups aim to publish research in high-ranking journals, which the Panel regards as an un-reflected desire for all groups to achieve. Instead, some of the groups



have to focus on establishing international research collaborations — which can advance the aims reported in the groups' self-evaluation reports.

The self-evaluation report describes that in some cases the Department successfully obtained EU funding and in other cases it did not. For EU applications to be successful, the Department must not only have strong researchers from Aalborg University but also have a strong set of collaboration partners. The Panel observes that there is much ongoing national and international collaboration in the different research groups. Much of the collaboration is handled by the different groups separately, but other groups could benefit from these contacts. Hence, in the coming years the Department might consider how to work more strategically and to develop international research collaboration and partnerships as an institution.

### PhD training and postdocs

Across the Department, the Panel observed different conditions and traditions in relation to PhD training, including different traditions for producing either monographs or article-based PhD theses, different traditions of assignment of co-supervisors and different traditions of exposing the PhD students to international research networks and environments.

The Panel observed that each group seemed to have independent ways of organising PhD training (e.g. which courses to attend) and that the Department does not offer a PhD course that is mandatory for all PhD students at the Department.

The Panel finds that it is important that the Department develops a joint agenda that covers all PhD students enrolled at the Department to ensure that all the PhD students graduating from the Department have a platform for their future career

development. This includes that the Department needs to invest in the development of core course(s) required across groups and ensure that all PhD students in the Department are assigned a second supervisor.

In some groups, there is a rather high number of PhD students compared to senior faculty. The performance of all groups in the Department can be improved by the presence of PhD students and postdocs. The Panel noticed that currently there are very few postdoc positions at the department. Postdoc positions can be used to leverage graduates from the Department towards faculty positions and as a mean to attract international scholars to Aalborg University.

### Coherence between research and teaching

The Panel did not investigate the groups' teaching activities but did observe that there was a strong focus on master's education in all the groups. The tight coupling of teaching within a specific master's programme to a group makes it difficult to reallocate resources strategically and does not stimulate the groups to think innovatively about alternative ways to arrange courses jointly among the master's programmes. Based on discussions with the research groups, there seems to be strong coherence between research and teaching in most of the groups.

However, with a wide range of master's programmes (11 programmes) and specialised semester programmes (three programmes), it is difficult for the Department to rebalance the teaching load and strategically distribute research resources. Offering a wide range of programmes that each have a clear and distinct focus can, in many cases, have a positive effect on student recruitment but makes it dif-

difficult for the Department to rebalance and reallocate competences when the research focus within the department shifts.

The Panel recommends that the Department pays attention to avoiding problems where strong ownership over study programmes means that relevant competences from other groups are not included in the programme because the groups running the programmes want to secure teaching activities for the staff in their own group. In such cases, the Department will fail to take the student perspective.

### Organisation and leadership

The Department culture has a strong focus on independent research groups with delegation of decision making to group level. The Department has also formed new groups to target the needs of society, organisations and companies that the previous groups had difficulties addressing. This creates a dynamic structure but for the Department it is of equal importance to take decisions to reform, rearrange and reduce the number of groups.

The Panel noticed that several of the groups seemed to be under critical mass in terms of achieving performance targets in all the different priority areas identified by the University and the Faculty, and it seems impossible for every group to meet all the priorities. However, it seems possible when we look at the Department as a whole. Consequently, the Department might need to consider alternative organisational configurations to better utilise its potential and secure sustainability in terms of research activities, teaching activities and career development.

Heterogenous activities of the research groups call for future thoughts/management on measurement

activities that would allow for better comparability of group performance. For the Department to be more than the sum of its parts, there should be a top-down discussion about whether the Department's goals require different actions to further strengthen existing areas and develop areas with potential.


Regardless of whatever changes may be adopted in the Department's organisation, the Panel recommends that actions should be taken and that resources be made available to encourage cooperation across groups and between current research areas. This is beneficial for the PhD students and the assistant professors in order to develop new research areas. The department shows examples of how such activities mainly run by the assistant and associate professors have proven to be a successful path for the department. The Panel also recommends establishing a strategic research planning group that includes all research leaders in the Department.

### Staff composition, research recruitment and retention

The Department of Business and Management has grown significantly, but there may still be room for expansion. However, it is not clear on which funding stream this expansion can occur.

Recruitment for permanent positions within some research fields (e.g. financing, accounting and auditing) is quite challenging and is a common problem that calls for different types of recruitment strategies, such as the following:

- A 50% reduction in teaching obligations the first years for new assistant professors in order to attract external faculty with relevant research interests to apply to open positions.

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- Increased use of fixed-term employment contracts (postdocs and part-time professors) as strategic tool to add competences to develop the different groups' research agendas. This tool, however, requires constant evaluation of its effectiveness.

The Panel observed a major gender imbalance in research staff composition. At the Department, there is only one full-time female professor. The Panel recommends that the Department gives priority to improve the gender balance.

Moreover, the Panel noticed that a large share of the permanent academic staff is internally recruited. It is important to support a more strategic approach to recruitment and expansion of the Department. The Panel finds that it calls for more investments in order to attract more assistant, associate and full professors from other institutions.

### Research financing and resource allocation

While some of the groups have been quite successful in securing external funding, this is not the case for all the groups. An active approach to securing funding by all groups would make an important contribution to maintain and improve the quality of the research base.

The Panel observed that several groups are involved in external interaction with companies resulting in some research funding. The research groups are active, but the collaboration does not raise much money. The Panel recommends that the Department implements a more strategic approach to increase the amount of funds received per contract and to consider how the external contacts can be used in this process. The Panel encourages all the groups, but particularly those who do not have significant

external support, to give priority to obtaining funding from external sources.

It is also unclear to what degree the research groups utilise their national and international networks to raise funds. Here there may be unrealised potential. The Panel finds that using postdoctoral positions more often to staff projects on a temporary basis could increase the Department's contractual research funding and increase the variety in the staff working in the Department.