

1 October 2024

Hearing sent to: *The Academic Council, the Liaison Committee and the Study Boards at the Faculty of Business and Social Sciences*

Hearing regarding the restructuring of programmes at the Faculty of Business and Social Sciences

The Academic Council, the Liaison Committee and the Study Boards at the Faculty of Business and Social Sciences are hereby invited to submit comments and input that may qualify the Faculty Management's suggestion and considerations and proposals regarding the future Master's landscape based on the limited number of places.

In the newsletter on 30 September, the [Rectorate announced](#) how the Master's degree reform will fundamentally affect the overall educational landscape and change the way we will develop SDU's educational portfolio in the future. This will be very relevant for the Faculty of Business and Social Sciences, which, as a result of the internal distribution at SDU, will have to restructure approx. 51% of the Master's degree places in 2028. This corresponds to approximately 645 Master's degree places, which from 2028 will be converted to other formats. It is a very big task. The restructuring will be based on the Executive Board's principles for the development of the university's programme portfolio, and it is now the Faculty's task to decide on the restructuring at the programme level.

The attached hearing memo (appendix 1) outlines the Faculty Management's proposal on how the requirement for conversion can be met. The overall consideration, based on current knowledge, has been to ensure the Faculty's development opportunities both now and in the future given the new reality with a limited number of 120 ECTS study places. This means that we must ensure the greatest possible flexibility and simplicity in the work with the rollout of the master's degree reform in the coming years and avoid unnecessarily locking the Faculty's educational portfolio.

The proposal is that the following educational programmes will be restructured (the attached hearing memo provides further elaboration on the Faculty Management's strategic considerations):

- Master of Laws (partially)
- MSc in Economics and Business Administration (partially)
- MA in Journalism (Cand.public) (fully)
- MSc in Business Economics and Auditing (professional master's programme) (fully – already restructured).

The proposal for restructuring will affect the Faculty's educational programmes unevenly. In the future we will have master's programmes that continue unchanged, while others to a large degree will be restructured to new types of master's degree programmes. Therefore, the restructuring also affects departments, employees, and the further work with the implementation of the reform unevenly. At the same time, we will only fully know the economic conditions when the Committee for Master's Degree Programmes has completed its work, and the economic consequences will only be reflected in the years to come.

However, there are still several unknown factors, as the Committee for Master's Degree Programmes' final report will only come at the end of October, and the related political process is not yet completed. Although we must make decisions now, we are working under unclear conditions. At this point, we also do not know much about the implementation at the other business and social sciences faculties, but we do know that the framework for national coordination allows us to make the decisions we consider best without further coordination requirements across universities.

Finally, it is also important to point out that the limitation in the political agreement only lies in the number of 120 ECTS study places and not in the new formats, including 75 ECTS master's programmes and professional master's programmes, which can thus constitute an important potential for SDU BSS in the future.

The decision regarding the future master's degree landscape at SDU BSS will be made by the Faculty Management based on this hearing, and the discussions in the departments before the end of October. Until then, there will be ongoing reports to the Rectorate regarding our considerations about the educational landscape at SDU BSS. In appendix 1, an attempt has been made to ensure transparency about the background and considerations for the Master's degree programmes at the Faculty of Business and Social Sciences.

In your hearing response, we ask you to provide comments and input that can qualify the Faculty Management's considerations about the master's landscape based on the limited number of 120 ECTS places.

Deadline: Tuesday 22 October 2024.

The material has also been sent to Heads of department and administrative units for the purposes of local discussion.

Appendix overview:

Appendix 1 – Hearing memo

Appendix 2 – Scenario - data

Appendix 3 – "Principles and process for the development of SDU's educational portfolio" (only in Danish)

1 October 2024

Hearing memo

Title: Hearing regarding the reorganisation of degree programmes at the Faculty of Business and Social Sciences

Reference: Faculty Management

Memo sent to: The Academic Council, Liaison Committee and Study Boards at the Faculty of Business and Social Sciences

Memo sent as orientation to: Heads of Departments, Heads of administrative units

The Faculty Management's proposal for implementation of the decision regarding restructuring

On the basis of the target figures announced by the Executive Board, and following bilateral discussion with the department management teams, the Faculty Management must decide to restructure approximately 645 120 ECTS places at SDU BSS out of a total capacity of 1285¹ Master's degree places. The following assessment criteria are part of the strategic considerations in relation to an ambition to ensure the Faculty's development opportunities in the best possible way, both now and in the future, given the new framework with a limited number of 120 ECTS places.

- Simplicity and flexibility in the educational portfolio
- The competitive situation (programmes that are large nationally, but small at SDU)
- Interdisciplinary education profile
- Heterogeneous bachelor's degree background
- Labour market, including the possibility of offering a Master's degree programme for working professionals

It should be emphasised that there are inherent dilemmas in the considerations, and the deliberations do not provide an unambiguous direction in relation to whether the programmes should continue to be 120 ECTS or be restructured. The considerations have been unfolded to provide a clear picture of the basis for the Faculty Management's proposal.

The most important strategic consideration is the necessity of a coherent and **simple educational portfolio** and a desire to be able to act **flexibly** in the Master's degree landscape in the long term. Specifically, this means that the plan is for a partial reorganisation of large degree programmes, so that the specific weighting between 120 ECTS and 75 ECTS programmes can be adjusted along the way. The restructuring of relatively few degree programmes will reduce the complexity of both the relatively small Master's degree programmes and in our overall programme portfolio for the sake of simplicity for employers, programme operations and future students.

Related to this consideration is also the **competitive situation** in relation to other universities, where some of our smaller Master's degree programmes may be large and therefore expected to be offered as several models at other universities. The starting point is that these programmes will remain at 120 ECTS at the Faculty of Business and Social Sciences.

¹ Reference is made to [calculation basis on SDU.net](#) (currently under translation by the Rector's Office)

The interdisciplinary education profile indicates that programmes where students are to acquire two disciplines, or a completely new subject will remain 120 ECTS.

Heterogeneous bachelor's degree backgrounds indicate that programmes where students begin the Master's degree programme coming from different bachelor's programmes remain 120 ECTS.

In relation to the **labour market** the nature of a graduate's typical labour market situation has been considered in relation to accepting new types of graduates. We lack knowledge and data in this area, but e.g. experience with Professional Master's or other types of interaction between education and the labour market may indicate a certain readiness.

The total of 13 Master's degree programmes at SDU BSS are shown in the table below, together with an indication of whether the programme in question is proposed to *be retained at 120 ECTS* or (partially) *restructured* using the above assessment criteria.

Education	Suggestion	Decisive principle/justification for proposals	
Journalism (cand.mag. i journalistik)	120 ECTS	Heterogeneous bachelor's degree background New academic skills in relation to bachelor's admissions	
Business Administration and Commercial Law	120 ECTS	Interdisciplinary education profile	
ERM	120 ECTS	Interdisciplinary education profile	
Mathematics-Economics	120 ECTS	Interdisciplinary education profile	
MOISL	120 ECTS	Heterogeneous undergraduate educational background Interdisciplinary education profile	
Population Studies	120 ECTS	Small education Interdisciplinary education profile Heterogeneous undergraduate educational background	
Social Sciences	120 ECTS	Upper secondary school subjects (framework given in agreement regarding the Master's Degree reform) Small education	
Political Science	120 ECTS	The national competitive situation Small education at SDU compared to other universities	
Economics	120 ECTS	The national competitive situation Small education at SDU compared to other universities	
Business Economics and Auditing	MSc*	120 ECTS	Must be seen in the context of Professional Master's (PM), which has already been restructured
	PM*	Restructure	Has been restructured
Master of Laws	Partially restructure	National coordination Large education at SDU	
Economics and Business Administration	Partially restructure	National coordination Large education at SDU	
Journalism (Cand.public.)	Restructure	Labour market (currently operates on Professional Master's- like terms)	

* It is possible to change the distribution between full-time and Professional Master's.

It is proposed, cf. the above and the scenario in Appendix 2, that the following programmes be restructured:

- Master of Laws (partially)
- Economics and Business Administration (partially)

- Journalism (Cand.public) (fully)
- Business Economics and Auditing (professional master's programme) (fully – already restructured).

The high restructuring requirement at the Faculty of Business Social Sciences means that we cannot ignore the Economics and Business Administration programme and Master of Laws, which are our two largest programmes. A restructuring of all other programmes thus does not free up a sufficient number of places to meet the requirement for restructuring. The Master of Laws and Economics and Business Administration can retain places of 120 ECTS and at the same time be converted to other master's formats. A partial restructuring will also ensure flexibility in our overall programme portfolio, as it is possible to adjust the number of places that are restructured on these programmes in the ongoing implementation.

When the small Master's degree programmes are proposed to be retained as 120 ECTS-programmes, it is also based on the fact that a decision to restructure is difficult to reverse, while for the larger programmes it is relatively easier to offer the programme as both 120 ECTS and 75 ECTS and thus make adjustments subsequently between the two types. This reduces complexity both in the relatively small Master's degree programmes and in our overall programme portfolio for the sake of employers, lecturers, future students and the administrative units. Finally, the proposal considers national coordination, as the Master of Laws and MSc in Business Administration programmes are also expected to be restructured at other universities.

The proposal for a complete reorganisation of Journalism (cand.public.) is primarily due to the possibility of reorganising the programme to a different format, but also to the size of the programme.

The Business Economics and Auditing programme is already included in the total capacity as a restructured programme.

The four Master's degree programmes represent a total capacity of approximately 849 places. This means that compared to the conversion requirement of 645 ECTS places, there will be a surplus of a total of 204 120 ECTS places. It is proposed that these 204 places be used to reduce the conversion requirement for Master of Laws and Economics and Business Administration. The places are distributed proportionately to Master of Laws (43) and Economics and Business Administration (161), so that the conversion rate for the two programmes is 72 %.

The departments concerned and the Business School will be tasked with preparing proposals for how these places will be restructured, considering strategic considerations related to campus development, recruitment of students and collaboration with the business community, including the possibility of reorganisation to Professional Master's, etc. The proposals should also include considerations of the competitive situation and possible coordination with other universities. The proposals are approved by the Faculty Management, which regularly reports to the rector's office regarding considerations about the educational landscape at the Faculty of Business and Social Sciences with a view to a final decision.

Campus	Uddannelse	Udbud, der omlægges	
Esbjerg	Cand.mag. i journali... Cand.merc.	Cand.merc., Esbjerg	Cand.merc., Kolding
Kolding	Cand.merc.(jur.) Cand.merc.aud. EKA	Cand.merc., Odense	Cand.merc., Sønderborg
Odense	Cand.merc.aud. KA Cand.oecon.	Cand.merc.aud. EKA, Kolding	Cand.public, Odense
Sønderborg	Cand.public ERM	Jura, Esbjerg	Jura, Odense
	Jura Matematik-Økonomi	Cand.mag. i journalistik, Oden...	Cand.merc.(jur.), Odense
	MOISL Population Studies	Cand.merc.aud. KA, Kolding	Cand.oecon., Odense
	Samfundsfag Statskundskab	ERM, Esbjerg	Matematik-Økonomi, Odense
		MOISL, Odense	Population Studies, Odense
		Samfundsfag, Odense	Statskundskab, Odense

Kapacitet (Nødvendig - 2028)	
Tildelte 120 ECTS-pladser (rektorat)	1285
	640
Ikke-valgte uddannelser:	
Resterende pladser på 120 ECTS	436
Overskydende 120 ECTS-pladser til fordeling	204
Valgte uddannelser:	
Pladser i alt til omlægning	849
Pladser, der omlægges	849
Pladser, der fastholdes på 120 ECTS	0
Justeret procentvis omlægning fra 120 ECTS til andet	76%

NB: Husk at opdatere tabellen, når omlægningsprocenter ændres

Udbud	Omlægning
Cand.merc., Esbjerg	100%
ERM, Esbjerg	0%
Jura, Esbjerg	100%
Cand.merc., Kolding	100%
Cand.merc.aud. KA, Kolding	0%
Cand.merc.aud. EKA, Kolding	100%
Cand.mag. i journalistik, Odense	0%
Cand.merc., Odense	100%
Cand.merc.(jur.), Odense	0%
MOISL, Odense	0%
Cand.public, Odense	100%
Jura, Odense	100%
Matematik-Økonomi, Odense	0%
Cand.oecon., Odense	0%
Samfundsfag, Odense	0%
Statskundskab, Odense	0%
Population Studies, Odense	0%
Cand.merc., Sønderborg	100%

Principper og proces for udvikling af SDU's uddannelsesportefølje

Indledning

Princippet i dette dokument beskriver det udgangspunkt, der anvendes, når SDU's uddannelsesportefølje udvikles.

Det betyder, at principperne bruges til at prioritere hvilke uddannelser, SDU skal udbyde, herunder uddannelsernes fagområde, niveau, type, størrelse og sprog.

Som konsekvens af kandidatreformen omfatter principperne ordinære uddannelser, men de vil senere blive udbygget, så de omfatter hele uddannelsesporteføljen. Samtidig anvendes principperne i første omgang til at fastlægge SDU's uddannelsesportefølje i 2028-2029 samt udarbejde skitser for 2030-2031 og 2032.

Der arbejdes systematisk med principperne igennem en proces, der fremgår sidst i dette dokument.

*Vedtaget af SDU's direktion
26. september 2024*

Formål med principperne og processen

Sammenhængende uddannelsesportefølje

SDU's uddannelsesportefølje er sammenhængende og afspejler SDU's strategi. Når nye uddannelser oprettes, og der ændres i eksisterende uddannelser, sker det derfor under hensyntagen til, hvordan det påvirker SDU's samlede uddannelsesportefølje.

Fælles og gennemsigtig tilgang

På tværs af universitetet arbejdes der med udvikling af uddannelsesporteføljen efter samme overordnede indholdsmæssige principper og hensyn.

Principper

Overordnede hensyn

SDU's uddannelsesportefølje bidrager til et **sammenhængende uddannelseslandskab i Danmark**. Derfor udvikles den løbende med udgangspunkt i tre overordnede hensyn:

Strategiske hensyn

- SDU uddanner og videreuddanner **efterspurgte og værdiskabende dimittender** og samfundets og **særligt Region Syddanmarks behov** for kompetencer og ny viden imødekommes igennem en uddannelsesportefølje, der afspejler SDU's faglige bredde og stærke forskningsmiljøer.
- SDU udbyder **uddannelser i international klasse**, der sætter SDU's fagligheder i spil gennem internationale uddannelsessamarbejder.

Politiske hensyn

- SDU er underlagt en række **politiske styringsrammer og ambitioner, som SDU anvender som udgangspunkt**, når uddannelsesporteføljen udvikles. Det drejer sig særligt om "Reform af universitetsuddannelserne i Danmark" (2023) og "Flere og bedre uddannelsesmuligheder i hele Danmark" (2021).

Organisatoriske hensyn

- SDU's uddannelsesportefølje udvikles under hensyntagen til, at den **ikke skaber unødigt kompleksitet og omkostninger**.

På de næste sider beskrives det, hvordan hensynene udmøntes for bachelor- og professionsbacheloruddannelser, kandidatuddannelser samt engelsksprogede uddannelser.

Bachelor- og professions- bacheloruddannelser

Principper for prioritering af bacheloruddannelser og professionsbacheloruddannelser

Strategiske hensyn

- SDU udbyder akademiske bacheloruddannelser af høj kvalitet med høj overgangsfrekvens til kandidatuddannelser på SDU.
- SDU udbyder professionsbacheloruddannelser af høj kvalitet, der fører til beskæftigelse – særligt i Region Syddanmark.

Politiske hensyn

- SDU udbyder bachelor- og professionsbacheloruddannelser, der bidrager til attraktive uddannelses-, forsknings- og studiemiljøer på alle campusser.

Organisatoriske hensyn

- SDU udbyder bacheloruddannelser, der styringsmæssigt har sammenhæng til kandidatlandskabet.

Kandidatuddannelser

Principper for prioritering af kandidatuddannelser

Strategiske hensyn

- SDU udbyder kandidatuddannelser (75 og 120 ECTS) af høj kvalitet, der fører til beskæftigelse – særligt i Region Syddanmark.
- SDU udbyder erhvervskandidatuddannelser (75 og 120 ECTS) og kandidatillægsforløb (45 ECTS) af høj kvalitet i forpligtende samarbejde med aftagere.
- Kandidatuddannelser bevares som 120 ECTS, når det er en væsentlig forudsætning for at levere dimittender med høj faglighed. Det er ved fx
 - Dimittender står over for særligt høje specialiserede arbejdskrav
 - Heterogen bacheloruddannelsesbaggrund
 - Tværfaglig uddannelsesprofil

Politiske hensyn

- SDU's kandidatuddannelsespladser på 120 ECTS fordeles mellem fakulteterne med udgangspunkt i kandidatreformens ambitioner.
- Planlagt vækst er et fælles anliggende at håndtere inden for den samlede ramme af uddannelsespladser.
- SDU udbyder campusporteføljer af 75 og 120 ECTS kandidatuddannelser, der bidrager til attraktive uddannelses-, forsknings- og studiemiljøer på alle campusser.

Organisatoriske hensyn

- Som udgangspunkt omlægges kun uddannelser, der optager mindst 25 studerende årligt.
- Det prioriteres, at hele uddannelser omlægges, men der kan omlægges delvist ved særlige hensyn.

Engelsksprogede uddannelser

Principper for prioritering af engelsksprogede uddannelser

Strategiske hensyn

- SDU udbyder uddannelser på engelsk, når der er særlig efterspørgsel fra danske virksomheder.
- SDU udbyder engelsksprogede uddannelser med henblik på af at opretholde attraktive studie- og uddannelsesmiljøer

Politiske hensyn

- SDU udbyder engelsksprogede uddannelser, når der er særlig stor sandsynlighed for at tiltrække dygtige internationale studerende, og de studerende vil tage arbejde i Danmark efter endt uddannelse.

Organisatoriske hensyn

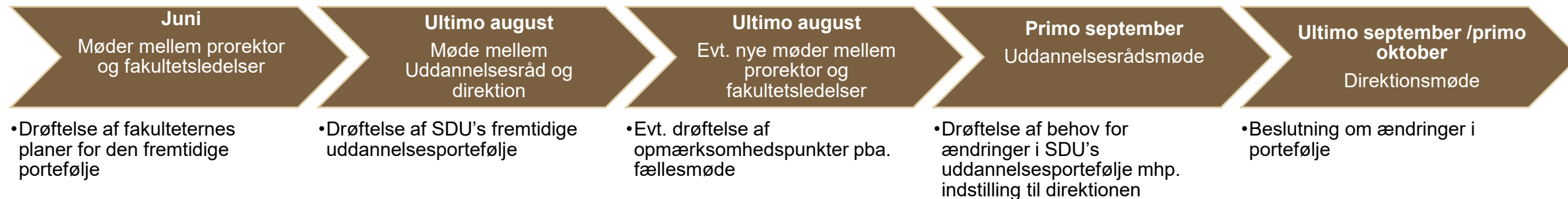
- SDU udbyder engelsksprogede uddannelser, når det med en vis sandsynlighed kan estimeres, hvor mange engelsksprogede studerende der optages.

Proces

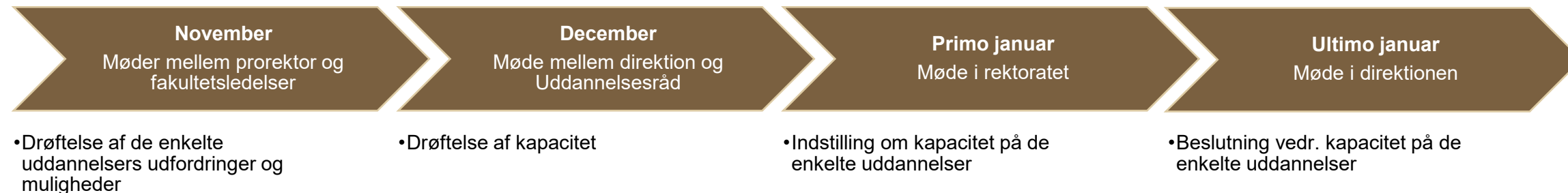
Overordnede principper for proces

- Den samlede uddannelsesportefølje behandles årligt:
 - Fra marts til oktober er der fokus på uddannelsesporteføljens sammensætning med henblik på at fastlægge den langsigtede udvikling i uddannelsesporteføljen.
 - Fra oktober til februar er der fokus på uddannelsernes kapacitet ved det kommende optag, herunder styring op i mod politisk fastsatte rammer.
- Der arbejdes helhedsorienteret med den samlede uddannelsesportefølje, og de processer der relaterer til den:
 - Oprettelse af nye uddannelser (prækvalifikation og ansøgning om ændring af format til fx erhvervskandidatuddannelser).
 - Ændringer i eksisterende uddannelser af teknisk karakter (indsendelse til UFM 15. september).
 - Øgning af kapacitet på eksisterende uddannelser.
 - Nedlæggelse af uddannelser
 - Udvikling af SDU's uddannelser (jf. SDU's kvalitetssystem)
- I processen er der fokus på de politisk fastsatte ramme og ambitioner for akademiske bacheloruddannelser, kandidatuddannelsespladser på 120 ECTS, nye uddannelsesformater/typer, samt engelsksprogede studerende, herunder de afledte konsekvenser der er mellem forskellige uddannelsesniveauer og tilbagefaldsmuligheder mellem uddannelser, dog uden de er dikterende for SDU's uddannelsesportefølje.

Proces for fastlæggelse af den langsigtede udvikling i uddannelsesporteføljen



Proces for fastlæggelse af uddannelsernes kapacitet ved det kommende optag



Baggrund

Kandidatreformen og udflytningsaftalen stiller nye krav til arbejdet med udvikling af SDU's uddannelsesportefølje, og der vil bl.a. fremadrettet være begrænsning på, hvor mange studerende SDU må optage på akademiske bacheloruddannelser og kandidatuddannelser samt optaget af engelsksprogede studerende. Det betyder, at SDU's samlede uddannelsesportefølje, herunder kapaciteten på de enkelte uddannelser, fastlægges ud fra et samlet SDU-perspektiv.

Akademiske bacheloruddannelser

SDU har fra 2025 et årligt loft på, hvor mange studerende der må optages på de akademiske bacheloruddannelser. I perioden 2025-2029 er loftet på 3.656 studerende årligt.

På den korte bane er opgaven at sikre, at rammen for bachelorstuderende udnyttes fuldt ud. På den lange bane kan der være behov for prioritering af uddannelsespladser pga. udbygning af campusbyerne uden for Odense og etablering af campus Vejle.

Kandidatuddannelser

SDU har fra 2028 et årligt loft på, hvor mange studerende, der må optages på kandidatuddannelsespladser på 120 ECTS. I 2028 og 2029 er loftet ca. 2.550, i 2030 og 2031 er loftet ca. 2.391 og fra 2032 er loftet ca. 2.295 (endelige tal fra UFM afventes).

På den korte bane er opgaven at udarbejde en plan for hvilke uddannelser, der omlægges i 2028 samt skitse for omlægning af yderligere uddannelser i 2030 og i 2032. På den lange bane skal der ske en løbende monitorering af, om udvikling, fx i søge- og optagsmønstre, hænger sammen med de planer, der er lagt, og de endelige omlægningsplaner der skal lægges for 2030 og 2032.

Engelsksprogede studerende

SDU har et eksisterende loft på, hvor mange engelsksprogede studerende, der må optages. Det er på ca. 141 studerende på bacheloruddannelser og ca. 460 studerende på kandidatuddannelser (der gør sig dog særlige hensyn gældende for studerende på uddannelser på Center for Industriel Elektronik i Sønderborg). Opgaven er at styre, at der ikke optages flere studerende, end loftet tillader.

Konsekvenser for arbejdet med uddannelsesportefølje

Ovenstående nødvendiggør, at SDU har principper for udvikling af SDU's uddannelsesportefølje, som sætter ramme og retning herfor, og en proces der sikrer en systematisk tilgang til behov for ændringer i uddannelsesporteføljen.

I arbejdet med omlægning af kandidatuddannelser er det vigtigt, at fagmiljøerne involveres i arbejdet.