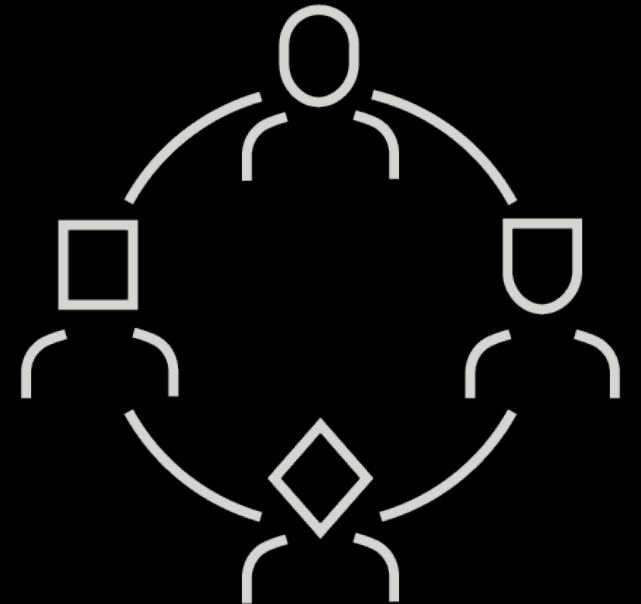


Organisation of the work leading to the division of SDU Business School and the Faculty of Social Sciences



Organisation

For the period from December 2025 to September 2026, an implementation organisation has been established to lead the division of SDU Business School and the Faculty of Social Sciences.

The organisation ensures management focus on the implementation, which affects strategic, organisational, and administrative matters.

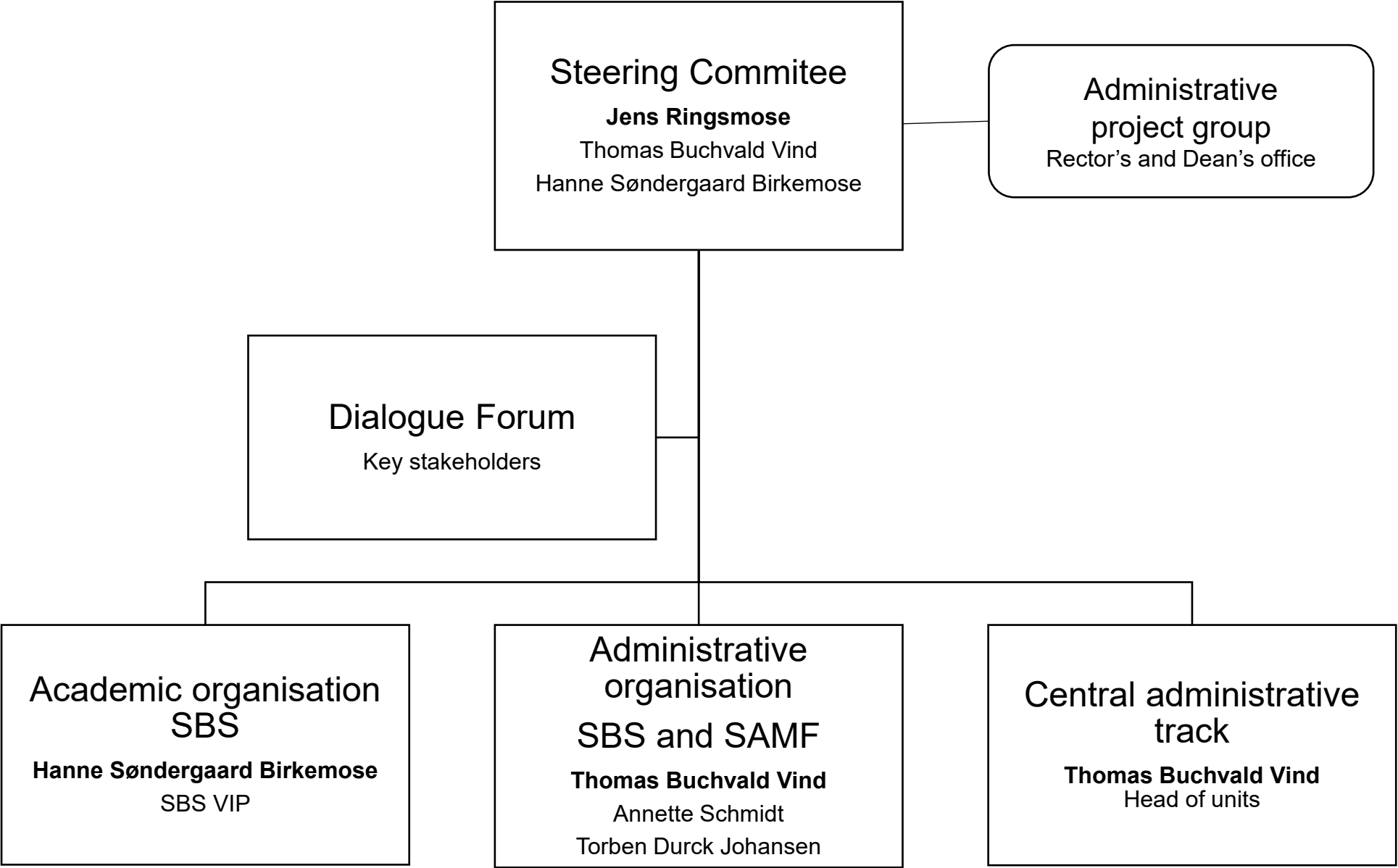
Implementation work is organised with the following bodies:

- **Steering Committee:** Holds the overall responsibility for ensuring a well-coordinated and effective transition to the new organisation.
- **Dialogue Forum:** A forum for ongoing dialogue with key stakeholders.
- **Working Group for Academic Organisation:** Responsible for mapping research areas and preparing scenarios for the future academic organisation of SBS.
- **Working Group for Administrative Organisation:** Responsible for designing the future administrative structure for SBS and SAMF.
- **Central Administrative Track:** A central track ensuring implementation in SDU's systems and processes.

The main purpose of the implementation organisation is to:

- Ensure a structured and transparent transition that supports stable operations in research, education, and administration at the faculty and departments.
- Create a solid foundation for the future management of SBS and SAMF, so the new units can take effect from 1 September 2026.
- Integrate the new organisation into SDU's administrative systems and governance structures.
- Involve relevant stakeholders and ensure ongoing communication to foster ownership and engagement.

The existing organisational units – the faculty and departments – will continue unchanged until the new organisation takes effect.



Steering Committee

The Steering Committee is the central decision-making body during the implementation period and holds overall responsibility for ensuring a well-coordinated and effective transition to the new organisation.

The Steering Committee must:

- Ensure progress and coordination in the implementation of the new organisation.
- Make decisions regarding the transition until the new management teams are in place.
- Establish working groups and professional tracks necessary for implementation.

The Steering Committee ensures ongoing communication about the work and involvement of relevant staff, students, and forums, including via the Dialogue Forum.

The Steering Committee applies the following principles for decisions regarding the future organisation:

The organisation

- must support the strategic ambitions for SBS with reference to the decision of the Board
- Reduce complexity and ensure a minimum number of management layers.
- Take into account the multi-campus structure.
- Ensure financial sustainability for the two new units.
- Meet accreditation requirements for AACSB (re-accreditation) and lay the foundation for EQUIS accreditation.

Working Group: Academic Organisation at SBS

The Steering Committee establishes a working group focusing on the organisation of **academic staff at SBS** and the underlying management structure, which will report to SBS management.

The aim is to create an organisation that supports strong research environments, strategic management, and international visibility.

The working group's tasks include:

- Mapping the research areas at the two departments.
- Gathering inspiration from other business schools and mono-disciplinary faculties.
- Preparing scenarios for the academic organisation and underlying management structure for the future SBS leader.
- Preparing proposals for the organisation for decision by the Steering Committee.

The Steering Committee has established the following guidelines for the working group:

- From December to April, the group focuses solely on collecting knowledge to form the basis for decisions. Final decisions will await the new SBS leader.
- As a mono-disciplinary unit of relatively limited size, alternative organisational forms to the traditional department structure should be explored, e.g., based on research groups and/or academic units organised around the core business disciplines.
- The research organisation must support the development of strong, academically focused research environments with critical mass.
- The organisation must consider a multi-campus structure and ensure regional presence.
- The current research groups should be consolidated to reduce complexity and strengthen collaboration.

Working Group: Administrative Organisation at SBS and SAMF

The Steering Committee establishes a working group focusing on the **administrative organisation of both SAMF and SBS**.

The aim is to ensure an efficient, sustainable, and coherent administrative structure that supports management and staff in the two new units.

The working group's tasks include:

- Mapping administrative competencies at the faculty and departments, and identifying collaboration opportunities with the Central Administration.
- Designing and organising the future administrative structure, including allocation of tasks and resources.
- Preparing proposals for the administrative organisation for decision by the Steering Committee.

The Steering Committee has established the following guidelines for the working group:

- Two completely separate administrative units should not be established, as this would hinder achieving the necessary critical mass and financially sustainable units.
- Administrative tasks and resources should be considered at three organisational levels:
 - Administration at SAMF and SBS, respectively
 - Administration in a joint administrative center at faculty level, serving both SAMF and SBS
 - Administration in the Central Administration
- Both SBS and SAMF must, at a minimum, have their own independent strategic secretariat, providing management support to the Dean (SAMF) and Business School Leader (SBS), respectively.

Central Administrative Track

To ensure effective implementation, a central administrative track is initiated to support the transition to the new organisation.

The aim is to ensure that all central administrative processes and systems are correctly adapted, and that staff needs are addressed in connection with changes.

The central administrative track is coordinated via the Head of Units

Unit	Responsible for: (The list is not exhaustive)
SDU Analytics	<ul style="list-style-type: none">• Division of data and implementation in SDU's data systems
SDU HR	<ul style="list-style-type: none">• Organisation of processes for recruitment• Relocation of current employees / Notifications• Implementation in HR systems
SDU IT	<ul style="list-style-type: none">• Implementation in IT systems• Ensuring proper rights for employees
SDU Communications	<ul style="list-style-type: none">• Adaptation of SDU's website• Revise communication and marketing materials
The Rector's Office	<ul style="list-style-type: none">• Implementation in SDU's governance system, including councils, boards and committees
SDU RIO	<ul style="list-style-type: none">• Implementation in SDU RIO's faculty services and the RI Council
Technical Services	<ul style="list-style-type: none">• Adaptation of signage and physical markers• Relocation of employees• Analysis of local needs
SDU Education	<ul style="list-style-type: none">• Implementation in study and education administrative systems
SDU Library	<ul style="list-style-type: none">• Implementation in systems
Financial Services	<ul style="list-style-type: none">• Division of existing economies• Implementation in financial systems• Analysis of the need for new allocation mechanisms/Budget model

Dialogue Forum

The Dialogue Forum is established for ongoing dialogue with and involvement of union representatives and key stakeholders (staff and students) in the implementation process.

The aim is to:

- Create transparency in the process.
- Ensure perspectives from affected staff and students
- Identify and address needs for information, security, and involvement.

The Dialogue Forum will:

- Receive ongoing status updates on implementation.
- Discuss topics relevant to staff and possibly students.
- Provide input to the Steering Committee.

Bemanding og understøttelse af arbejdsgrupper

Steering Committee	Working Group: Academic Organisation	Working Group: Administrative Organisation	Dialogue Forum*
<div>→ Rector Jens Ringsmose (Chair) → Director Thomas Buchvald Vind → Dean Hanne Søndergaard Birkmose. → The future SBS leader will join the Steering Committee upon appointment (expected 1 April).</div>	<div>→ Dean Hanne Søndergaard Birkmose (Chair) → Professor Domen Bajde, IVL → Professor Nicole Richter, IVL → Associate professor Victor Martin-Sanchez, IVL → Professor Per Freytag, IEB → Professor Majbritt Evald, IEB → Associate professor Stephanie Sohn, IEB → Vice-Dean Kristin B. Munksgaard</div>	<div>→ Director Thomas Buchvald Vind (Chair) → Faculty Director Torben Durk Johansen → Head of Education Annette Schmidt</div>	<div>→ Jens Ringsmose (Chair) → Gitte Storgaard Klausen → Maria Guldbjerg → Dorthe Sjørlev Rasmussen → Bassah Khalaf → Martin Lindhardt → Elke Weik → Simon Jebsen <i>* The Dialogue Forum will be supplemented with additional participants.</i></div>
Administrative support: Line Troelsgaard Olsen, Rector's Office	Administrative support: Johanna Süßmeir, Dean's Office	Administrative support: Rikke Rønnes Helmer-Hansen, Rector's Office	Administrative support: Line Troelsgaard Olsen, Rector's Office

Questions regarding the implementation organisation may be directed to the administrative project group:

Line Troelsgaard Olsen, Rector's Office
Rikke Rønne Helmer-Hansen, Rector's Office
Johanna Süßmeir, Dean's Office

