

***Key Initiative 2***  
***A prioritised and appropriate research portfolio***

***Initial consolidation of the research portfolio***

***September 2015***

***Introduction***

Developing a prioritised portfolio of research groups consisting of the following is a strategic goal:

- Excellent groups – with potential for setting up a centre of excellence or similar
- Strong groups – robust with vitality and critical mass
- Upcoming groups – with a clearly demonstrated potential

It is also a consequence of the Faculty's strategy that a strengthening, merging or phasing out of not-strong research groups should take place. Potential academic overlap should likewise be addressed and parallel research environments should be merged.

In order to complete an initial consolidation of the research portfolio, a working group was appointed before the summer vacation. This group comprised Heads of Department Niels Vestergaard (IME), Torben Andersen (ILV) and Mickael Bech (IVØ) and Vice-Dean Nina Legind. On the basis of the self-evaluation, the group has identified the not-strong research groups and the areas in which potential academic overlap between some groups is deemed to exist. The results from the working group have subsequently been studied by the Dean's Management Team and the Heads of Department which has resulted in an initial consolidation of the research portfolio.

This initial consolidation also includes a separate reorganisation of the Department of Law. The Department was previously organised into six academic groups. Going forward, the Department will be organised into four research groups.

It should further be noted that a premise for the initial consolidation has been that all academic staff are members of a research group.

The initial consolidation has resulted in the following:

- The research portfolio has been reduced from 34 research groups to 26 research groups.
- A process to merge further two groups and thereby reduce the number of groups to a total of 25 has been launched.

*Re not-strong research environments and the strategic action of ‘strengthening, merging or phasing out weak research groups’*

The identified environments have been involved in identifying areas in which possible mergers with other groups would make sense or where a restructuring would be beneficial. This has resulted in various solutions in which groups will be merged with one or more groups in their own or other departments. Some employees will also change their affiliations independently of mergers at group level. The results are listed in the table below.

The research portfolio is not static and researchers may find it practical subsequently to change their affiliation on the basis of developments in a particular area of research. If so, this will take place in consultation with both heads of department and research group leaders.

<b>Research group (RG)</b>	<b>Result of consolidation</b>
<b>Global Business Relationships, IFG</b>	RG will be merged with other research groups: <ul style="list-style-type: none"> <li>• 8 academic staff with Marketing and Supply Chain Management, IER.</li> <li>• 3 academic staff with a new research group whose profile has not been finally determined (Strategic Communication &amp; Management, IMM and Organization, Change Management and HRM, ILV).</li> <li>• 1 academic staff with Border Studies (new RG, IFS).</li> <li>• 1 academic staff with Entrepreneurship and Organization, IER.</li> <li>• 1 academic staff with Macroeconomics, Trade and Economic History, IVØ.</li> </ul>
<b>Regional Economics, IFG</b>	RG will be merged with other research groups: <ul style="list-style-type: none"> <li>• 7 academic staff with Macroeconomics, Trade and Economic History, IVØ.</li> <li>• 4 academic staff with Border Studies (new research group, IFS).</li> <li>• 1 academic staff with Accounting and Finance and Accounting and Economics, IVØ/IER.</li> </ul>
<b>People and Society, IFG</b>	RG will be reorganised in new Border Studies RG <ul style="list-style-type: none"> <li>• 9 academic staff with Border Studies (new RG, IFS).</li> </ul>
<b>Strategic Communication &amp; Management, IMM</b>	RG will be merged with Organisation, Change Management and HRM, ILV Profile has not been finally determined.
<b>Economics, Accounting &amp; Finance, ILV</b>	RG will be merged with other research groups: <ul style="list-style-type: none"> <li>• 3 academic staff with Accounting and Finance and Accounting and Economics, IVØ/IER.</li> <li>• 1 academic staff with new research group (Strategic Communication &amp; Management, IMM and Organisation, Change Management and HRM, ILV). Profile has not been finally determined.</li> <li>• 1 academic staff with Microeconomics, IVØ.</li> <li>• 1 academic staff with Macroeconomics, Trade and Economic History, IVØ.</li> <li>• 1 academic staff with Applied Economics, IVØ.</li> </ul>
<b>Marketing, Innovation &amp; Strategy, ILV</b>	RG will be merged with other research groups: <ul style="list-style-type: none"> <li>• 2 academic staff with new research group (Strategic Communication &amp; Management, IMM and Organisation, Change Management and HRM, ILV). Profile has not been finally determined.</li> <li>• 1 academic staff with Centre for Integrative Innovation Management, IMM.</li> <li>• 1 academic staff with Entrepreneurship and Organization, IER.</li> <li>• 1 academic staff with International Business &amp; Entrepreneurship, IMM.</li> </ul>
<b>Sport, Business, Politics &amp; Mass Media, ILV</b>	RG will be merged with Markets Organisation and Behaviour, IME.
<b>Organization, Change Management and HRM, ILV</b>	The research group will be merged with Strategic Communication & Management, IMM. Profile has not been finally determined.
<b>Accounting and Economic, IER</b>	Merger process with Accounting and Finance, IVØ.

*Re potential overlaps and the strategic action of 'addressing potential academic overlaps and merging parallel research environments'*

The Faculty must to the widest extent possible avoid academic overlaps and parallelism between research groups. This must be ensured in order to obtain the highest level of research and teaching quality for the resources the Faculty currently has available and will have available in future. The Faculty thus does not have the financial foundation to uncritically and without coordination – i.e. without special academic reason and without coordination between groups – build up or maintain strong parallel environments with sufficient critical mass.

The working group as well as the Dean's Management Team and the Heads of Department have identified the following areas in which groups might potentially overlap: Sport Management, Microeconomics, Marketing, Entrepreneurship and Organisation and Accounting. The groups involved in each area are listed in the table below.

The groups have been asked to provide input as to whether mergers would make sense. On the basis of this input and in continuation of the initial round of consolidation, the Dean's Management Team and the Heads of Department have selected one of three of the solutions listed below for each area.

- 1) Groups merge immediately.
- 2) Groups merge over a number of years.
- 3) The groups concerned do not merge, but the difference between the research groups must be made clearer and be coordinated.

The solutions have been selected on the basis of an overall assessment of the groups' critical mass and quality, their financial basis, overlaps in education programme activities, the area of research and outlets. In Solution 3, it has been an essential requirement that the respective groups have a critical mass and quality in their research.

It has been decided that some groups will currently continue unchanged (Solution 3), while two groups have jointly been asked to identify a solution for merging into one research group with one group leader and joint responsibility for education programme activities (Solution 1). A period of three years will usually be allocated for successfully merging research and programmes in the two groups. Finally, two groups have been asked to merge for a short period (a combination of Solutions 1 and 2).

<b>Subject area</b>	<b>Research groups (RG)</b>	<b>Decision</b>
<b>Sport Management</b>	Sport, Business, Politics and Mass Media, ILV, and Markets Organisation and Behaviour, IME.	Solution 1: The two research groups are jointly to find a solution involving merging into one research group with one group leader and joint education programme responsibilities.
<b>Microeconomics</b>	Management and Economics of Resources and the Environment (MERE), IME, and Microeconomics, IVØ.	Solution 3: The two groups continue as two independent research groups.
<b>Marketing</b>	International Business and Entrepreneurship, IMM, and Marketing and Supply Chain Management, IER.	Solution 3: The two groups continue as two independent research groups.
<b>Entrepreneurship and Organisation</b>	Markets Organisation and Behaviour, IME, and Entrepreneurship and Organisation, IER.	Solution 3: The two groups continue as two independent research groups.
<b>Accounting</b>	Accounting and Finance, IVØ, and Accounting and Economics, IER.	A combination of Solutions 1 and 2: The two groups merge. It must be determined whether Financing is to form part of this group.

The following applies to Solution 3:

- The groups must enhance their profile and thereby make visible the way in which they differ from other groups in the same field.
- The groups must communicate their profiles on the faculty website.
- The groups must ensure that their name matches their enhanced profile.
- The groups must in future work together to offer optional Master's degree subjects.
- Future recruitment must contribute to raising academic profiles and emphasise the way in which the group differs from other groups.

In the autumn, the groups must produce a description of their enhanced profile and a plan for cooperation and coordination of activities. This will be presented to the Academic Council to obtain an assessment of whether Solution 3 constitutes the best possible solution for the Faculty as a whole as well as for the subject area and the groups involved.