CBS AI Strategy

1. Introduction

This AI strategy for Copenhagen Business School (CBS) is a key component of a broader digitalisation strategy, acknowledging the transformative impact of artificial intelligence (AI) and related digital technologies on education, research, operations and the wider societal landscape.

CBS contributes to solving grand challenges through strategic initiatives to optimise our core business. In this spirit, CBS aims to shape societal use of AI sustainably and responsibly as a thought leader by driving discussions on its implications on businesses and society.

The strategy builds upon a period of bottom-up experimentation and aims to establish a comprehensive framework for responsible and ethical AI integration across CBS.

Our vision is to leverage AI to enhance personalised learning, equipping our students to excel in an AI enabled world, accelerate impactful research of high quality, drive efficient operations and foster responsible business solutions addressing global challenges.

This strategy considers three fundamental ways AI impact CBS:

- AI's influence on student learning,
- its impact on how businesses operate (and thus, our research and teaching), and
- its potential to augment internal processes.

The strategy addresses these impacts through targeted initiatives across education, research, operations, and cross-cutting competence development.

We will focus on both research-based and education-based uses of AI and related digital technologies (for short AI in the following), recognising their close interdependence. Development resources will be distributed across education, research, and administration, fostering a balanced approach.

We aim for a fully scaled AI integration across all educational programmes and research areas by 2027.

Our approach will embrace a mixed portfolio of high-risk and low-risk projects, understanding that failure can be a catalyst for transformative rewards. We will prioritise open-source solutions and partnerships to accelerate implementation and foster participation within a broader ecosystem of AI systems and platforms.

While the implementation of this strategy will benefit from central management, we recognise the need for decentralisation in the daily use of AI, emphasising local autonomy and engagement. A clear commitment to share AI learning points is vital, ensuring that learning is not an individual endeavour but a collective effort that strengthens CBS as a whole. This fosters an environment where insights and innovations are actively exchanged, benefiting the entire community.

This AI strategy will be subject to continuous revision. For effective implementation, a clear roadmap will be completed separately with concrete goals that covers the strategic initiatives. This roadmap will include many good points made by the organisation through hearings that are not included in this strategy that is kept relatively high-level.

2. Education

Responsible: Dean of Education

Objective

We will provide the knowledge necessary to build business models that leverage AI responsibly and sustainably, ensuring students are ready to grow in their positions and develop their business in an AI-centric world. This also includes incorporating ethical considerations and the social consequences of AI applications, reflecting CBS's commitment to its values and Nordic Nine principles.

CBS' educational programmes will identify areas where AI can contribute to enhanced learning, strengthening student engagement and personalising educational experiences for full-time as well as fee-paying students. This includes addressing the "one-size-fits-all" nature of traditional education and leveraging AI to create more personalised and effective learning pathways.

Students will learn to harness AI as a transformative force for responsible leadership. CBS has a critical role in equipping students with the skills to navigate and lead the thinking on business adaptation and innovation.

Initiatives

- Adaptive Learning Platforms: Implement AI-driven platforms to tailor learning experiences to individual student needs, improving educational outcomes and engagement. Prioritise solutions that align with the overarching goal of a fully scaled solution by 2027.

- Curriculum Development: Update curricula to include AI-related competencies and ethical considerations, ensuring students are equipped with the skills necessary for the evolving job market, including the critical evaluation of AI-generated outputs. Focus on integrating AI literacy across disciplines.

- AI-Enhanced Teaching Tools: Provide faculty with AI tools to facilitate interactive and dynamic teaching methodologies, fostering an innovative learning environment. This includes exploring the use of AI as a teaching assistant, for tasks such as providing personalised feedback and automating administrative processes. Pilot projects will be encouraged to inform broader implementation.

- Continuously ensure the constructive alignment of intended learning outcomes, teaching and learning activities, and assessment methods in a learning environment where technologies such as AI continuously develop.

- Examinations and Assessment: Ensure clarity for students and faculty on which tasks students are expected to complete with and without the use of AI. Institution-wide guidelines will be developed to standardise expectations and evaluations related to AI use, ensuring consistency and transparency. This involves defining clear assessment criteria that reflect a balance between AI-supported skills and fundamental competencies without AI assistance. Evaluations should ensure that students both master the use of technology and have a solid understanding of the core principles of the subject.

- Fair and Transparent AI Guidelines: Develop and communicate clear policies on AI usage in education to ensure fairness and consistency. Protect students from unjust consequences by requiring clear evidence of misconduct and adhering to principles of academic integrity. Collaborate with students to refine these policies, fostering trust and mutual understanding.

3. Research

Responsible: Dean of Research

Objective

To leverage AI to accelerate research innovation and solve complex societal challenges.

Initiatives

- AI as a Research Priority: Make AI a central focus of the research agenda, supporting projects that advance innovation and address key societal challenges.
- Infrastructure and Tools: Provide sufficient infrastructure and AI tools to allow for suitable experimentation and subsequent upscaling of AI use.
- AI-Driven Research: Support and facilitate interdisciplinary research focused on AI, its use in business and its societal implications, promoting collaboration across departments and with external partners. Support a range of projects, from low-risk exploratory studies to high-risk, high-reward endeavours.
- Data Analytics and Insights: Utilise AI for advanced data analytics to uncover insights and trends that inform cutting-edge research across various disciplines. This will draw upon the expertise concerning AI's use in all of CBS' disciplines and fields of study.
- AI within business disciplines: Prioritise research into the use of AI within business disciplines and various business communities to ensure research-based teaching of AI within all programmes at CBS.
- Ethical AI Research: Prioritise research in AI ethics and governance, ensuring that developments in AI align with societal well-being and ethical standards examining AI's challenges and opportunities, emphasising its implications for business and for society.

4. Operations

Responsible: University Director

Objective

To optimise administrative processes and enhance institutional efficiency through AI integration.

Initiatives

- Process Automation: Implement AI solutions to automate routine administrative tasks, improving operational efficiency and freeing resources for strategic initiatives. This will include exploring AI's potential in areas like admissions, planning and resource allocation. Prioritise projects with clear Return on Investment (ROI) and scalability potential.

- Data Management and Security: Deploy AI for enhanced data management and security measures, ensuring the protection of sensitive information and compliance with data privacy regulations. Focus on robust data governance and security protocols.

- Decision Support Systems: Utilise AI to develop data-driven decision-making models that assist in strategic planning and resource allocation. Emphasise transparency and explainability in AI-driven decision-making tools.

- Resource Allocation: Ensure adequate allocation of resources and infrastructure to support AI-driven initiatives across the institution. Prioritise strategic resource allocation to balance risk and reward across projects.

- Competency Development for Administrative Staff: To maximise the benefits of AI integration, a professional development program will be established for administrative employees. This programme aims to equip employees with essential AI-related skills; offer training on data governance, privacy regulations, and ethical considerations in AI applications; foster a culture of innovation by encouraging staff to experiment with AI-driven improvements in their workflows, and enable continuous knowledge sharing, learning and adaptation to evolving AI technologies.

These initiatives will empower administrative employees to fully leverage AI solutions, enhancing both their efficiency and the institution's overall operational performance.

5. Cross-cutting Initiatives

Responsible: Vice President

Objective

To build AI competencies across CBS faculty, fostering a culture of continuous learning and adaptation.

Initiatives

- Professional Development Programmes: Develop comprehensive training programmes to upskill faculty in AI technologies, ethical considerations, and their applications. Offer a mix of training options to cater to diverse needs.

- Collaborative Networks: Encourage the formation of collaborative networks internally focused on AI to enhance organizational AI literacy. Encourage engagements with companies, universities, and other relevant external collaboration partners, enhancing knowledge exchange and innovation both nationally and internationally.

- Governance and Implementation: CBS will establish a dedicated AI governance body responsible for overseeing the implementation of this strategy, ensuring alignment with our ethical standards and strategic goals. Continuous evaluation and feedback mechanisms will be in place to adapt and refine our approach, fostering a culture of learning and adaptation.

6. Conclusion

By fostering innovation, collaboration, and ethical practice, for example through a policy for use of AI at CBS, CBS will enhance its contribution to societal development and prepare students and researchers to thrive in a rapidly evolving world.

The integration of AI will not only improve efficiency and effectiveness but also enhance the quality of education and research conducted at CBS.

The outlined strategic themes and initiatives will be instrumental in ensuring optimal implementation and realising the full potential of AI at CBS.

7. Implementation

7.1. Prioritisation

Objective

Define clear roles and establish a roadmap including a structured communication plan for AI integration, prioritising key initiatives and setting measurable targets.

Initiatives

- Research Mapping and AI Dashboard: Relevant research at the departmental level will be mapped, culminating in the implementation of an AI dashboard by Q1 2025. This dashboard will provide real-time insights into AI-related research activities, facilitating strategic decision-making.
  Responsible: Dean of Research

- AI in Education Target (2027): A specific target will be defined for the percentage of AI-integrated content within the curriculum by 2027. This target will be reviewed and adjusted regularly to reflect progress and evolving needs.
  Responsible: Dean of Education

- AI in Administrative Processes: A roadmap will be developed for implementing AI in key administrative functions, focusing on process automation, decision support systems, and enhanced data management. The roadmap will include pilot projects to evaluate the effectiveness and scalability of AI solutions, with clear milestones set for full-scale implementation by 2027.
  Responsible: University Director

7.2. Development of Solutions

Objective

To develop and implement AI solutions that enhance teaching, learning, and research.

Initiatives

- AI Tool Experimentation: Access to ChatGPT and other relevant AI tools will be provided for experimentation by all faculty and staff before January 2025, supported by a clearly defined legal and ethical framework.
  Responsible: University Director

- CBotS Development: A phased approach will be adopted for the development of "CBotS", a personalised AI tutor like Khanmigo. A strong data architecture is key to succeeding with this as well as a mature data access culture. Phase 1 (2025) will focus on piloting CBotS within a single course (e.g., statistics). Phase 2 (2026) will expand its use to an entire educational program. Phase 3 (2027) aims for full integration across all educational programs.
  Responsible: Dean of Education with Vice President

7.3. Competencies and Governance

Objective

To build AI competencies across CBS and establish a robust governance structure.

Initiatives

- AI Governance Structure: A cross-cutting AI governance structure will be established to ensure effective decision-making and coordination across departments and administrative units. This structure will oversee the implementation of the AI strategy and address ethical considerations.
  Responsible: Vice President

- Faculty and Staff Education and Training: Comprehensive training programs will be developed and implemented to equip faculty and staff with the skills and knowledge necessary to effectively utilise AI tools and technologies.
  Responsible: Vice President and University Director

- Ongoing Mapping of AI Solutions and Best Practices: Continuous monitoring of AI solutions and best practices will be undertaken, including learning from other leading universities and institutions.
  Responsible: Dean of Research with University Director

7.4. Data Strategy

Objective

To develop a comprehensive data strategy that enables optimal use of CBS data for AI-driven initiatives.

Initiative

- A dedicated data strategy will be developed to ensure responsible and effective use of CBS data for AI-related projects. This data strategy will address data governance, privacy, security, and accessibility concerns.
  Responsible: University Director with Dean of Research

8. Responsibilities

Each member of Senior Management is tasked with providing regular updates on progress, challenges, and outcomes related to their areas of responsibility, fostering a transparent and collaborative environment for the successful implementation of CBS's AI strategy.

These responsibilities are to be carried out in coordination with the AI governance body to ensure alignment with overarching strategic goals and ethical considerations.

Vice President

- HR Development: Oversee the development and implementation of AI training programmes for faculty, enhancing competency and readiness to adapt AI applications in their roles.
- Faculty Collaboration: Foster interdisciplinary collaboration among faculty to maximise the impact of AI-driven research and educational initiatives.
- Innovation in Academic Departments: Encourage innovative approaches and experimentation within departments to leverage AI tools and methodologies.

University Director

- Operational Efficiency: Lead the implementation of AI solutions to streamline administrative processes, focusing on automation and process optimization.
- Resource and Budget Allocation: Manage and allocate financial and human resources to support AI-driven initiatives, ensuring prudent use of budgetary provisions.
- HR Development: Oversee the development and implementation of AI training programs for staff, enhancing competency and readiness to adapt AI applications in their roles.
- Data Management and Security: Ensure that robust data governance frameworks are in place to protect institutional data and maintain compliance with privacy standards.
- Sustainable AI: Address AI's environmental impact by monitoring energy consumption aiming to reduce its carbon footprint.

Dean of Education

- Curriculum Integration: Oversee the update and integration of AI competencies across all academic programs, ensuring alignment with departmental and institutional goals.

- Educational Tools and Platforms: Manage the adoption and integration of AI-enabled teaching tools and platforms that enhance learning experiences.

- Personalised Learning: Drive initiatives to incorporate adaptive learning technologies into educational offerings, promoting personalised and student-centered education.

- Faculty Support and Training: Develop and coordinate professional development programs focused on equipping faculty with the skills to leverage AI in teaching.

Dean of Research

- Research Initiatives: Lead the establishment of AI-focused research centres and initiatives, promoting interdisciplinary collaboration and innovation in research methodologies.

- Ethical Research Practices: Ensure that research involving AI adheres to ethical standards, promoting integrity and societal benefit in all research activities.