

How being part of an alliance can strengthen institutional strategy ?

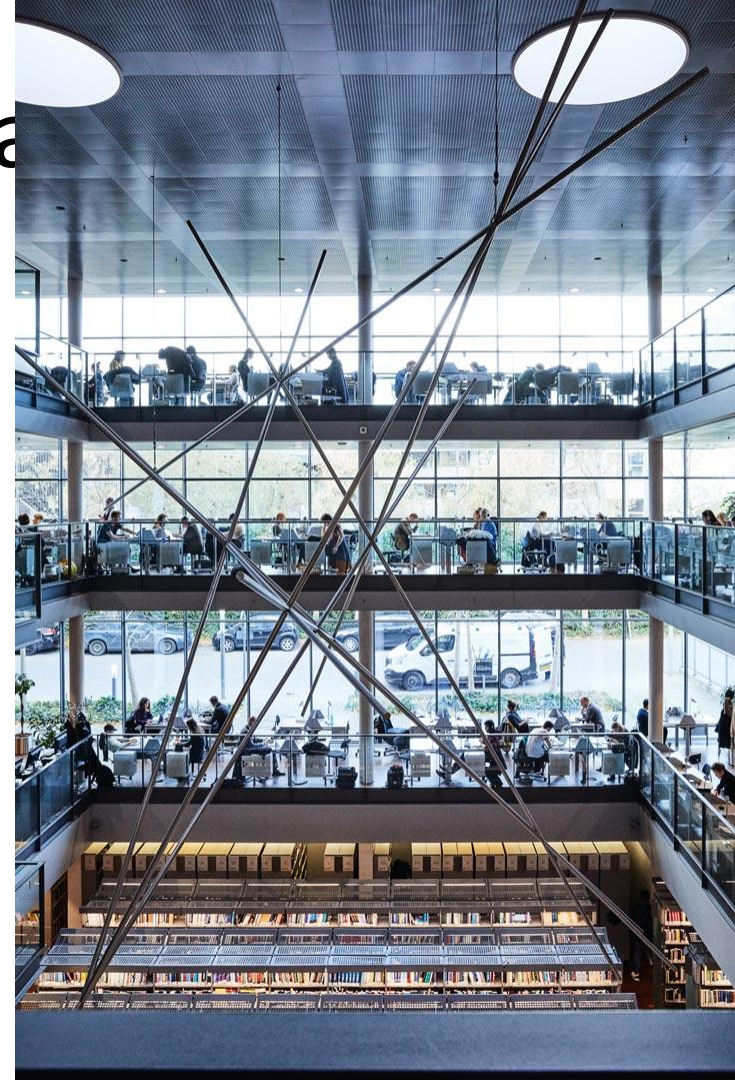
Wilbert van der Meer - Copenhagen Business School

Alliances should serve strategy

Partnerships should help us deliver our own institutional goals.

For CBS, that means international competences, high educational standards and strong global reputation.

Academic and financial sustainability go hand in hand.





Two examples:

CEMS
Global Alliance in Management education

AURORA
European University Initiative

CBS



COPENHAGEN BUSINESS SCHOOL
HANOELSHØJSKOLEN

The Global Alliance in Management Education

WE PROMOTE

global citizenship, and the following values:

- The pursuit of **excellence** with high standards of **performance** and **ethical conduct**
- Understanding and drawing upon **cultural diversity** with **respect** and **empathy**
- Professional **responsibility and accountability** in relation to society as a whole



Founded in
1988



33 Schools across
6 continents



70+ Corporate Partners
(multinational companies)
8 Social Partners (NGOs)



1 300 MIM students of
70+ nationalities (2025-26)



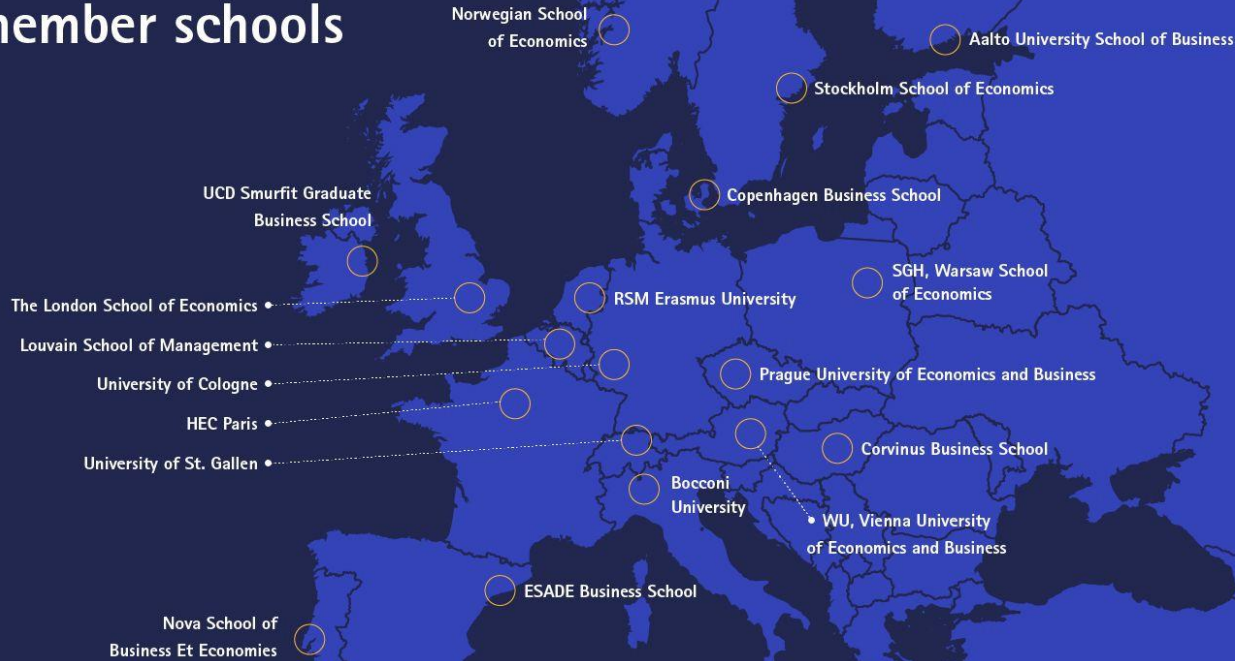
22 850+ alumni of
108 nationalities working
in over 75 countries



CEMS MIM **Top Ranked**
Master in Management

Our European Roots

– 18 member schools



CEMS Global Alliance

33 Member Schools

18 Member Schools
in Europe

Ivey School of Business
Cornell SC Johnson College of Business

Onsi Sawiris School of Business at the
American University in Cairo

Koç University

Indian Institute of
Management Calcutta

Tsinghua SEM

Korea University Business School

Keio University

HKUST Business School

National University of Singapore
Business School

The University of Sydney
Business School

University of Cape Town
Graduate School Business

Escola de Administração
Empresas de São Paulo

Universidad de los Andes

Universidad Adolfo Ibáñez

15 Member Schools on other continents



Matching academic excellence with societal relevance

Aurora was formed in 2016 as a consortium of research-intensive universities deeply committed to the social impact of their activities, and with a history of engagement with their communities.

We aim to harness our academic excellence to influence societal change through research and educational activities – and ultimately to contribute to the achievement of the sustainable development goals.

AURORA

UIUC University of Iceland

CBS Copenhagen Business School

UDE Universität Duisburg-Essen

VUA Vrije Universiteit Amsterdam

UPEC Université Paris-Est Créteil

UIBK Universität Innsbruck

URV Universitat Rovira i Virgili

UNINA Università di Napoli Federico II

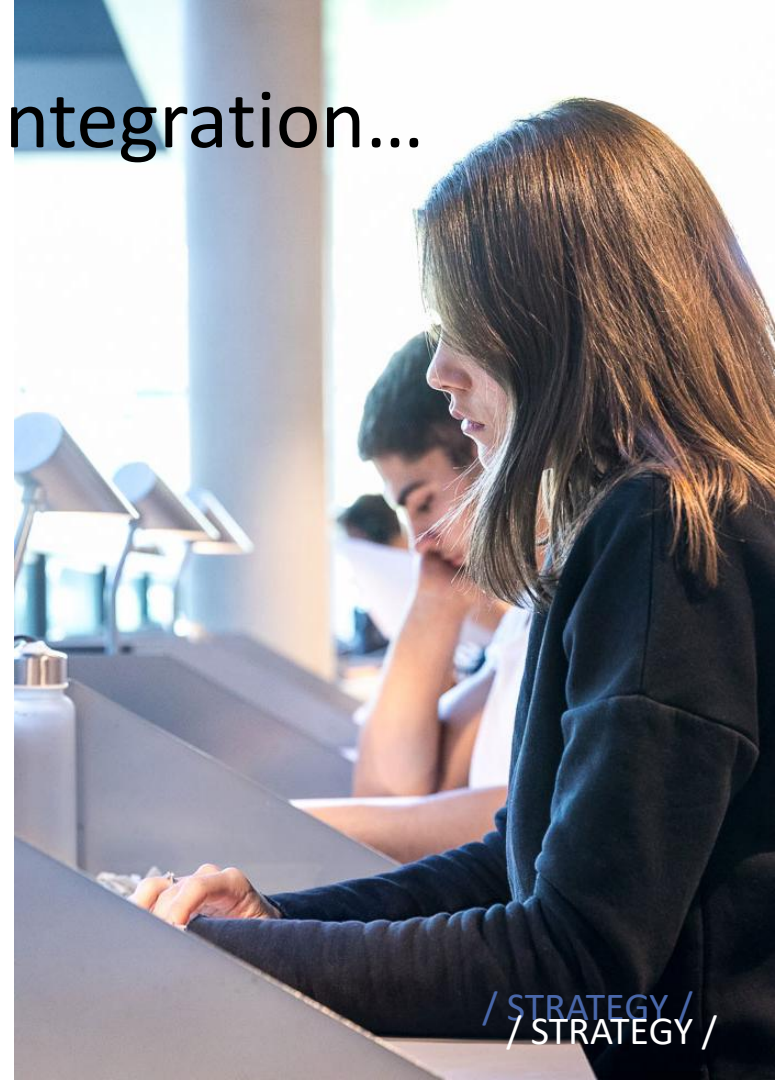
UPOL Univerzita
Palackého Olomouci

Different alliances – different purposes

- CEMS strengthens quality, reputation and access to an elite global network.
- Its value comes from the partners, shared standards and a strong joint programme — not institutional integration.
- Aurora serves a different purpose: bringing in disciplines and experience that can help us create wider societal impact.
- The right question is not whether an alliance is prestigious or well funded but whether it helps us achieve a strategic aim.

Cooperation does not require integration...

- Successful partnerships can be built on common standards, mutual recognition and learning from one another.
- Partners do not need identical rules, fees, IT systems or institutional structures.
- Existing open standards such as ESG, ECTS and EWP already make broad international cooperation possible.
- New alliance systems should not duplicate or replace frameworks that already work.



Fund useful activity, not bureaucracy

- Cross-border universities risk adding costly administrative layers without improving education.
- Funding is not a strategic objective in itself — and the effort required may outweigh the money available.
- EU support should follow activities that create value: eg courses, microcredentials, mobility and joint degrees.
- Institutions should be free to decide how best to organise and deliver

European mobility

Students should be able to go wherever the best opportunities are

It's a shame that several countries – including Denmark – have started limiting the number of European students they admit.

Ideally, students should be able to take their education funding with them and study where the best opportunities are.

