Welcome by Tamás Mészáros, Current and Future Challenges at the CUB

Tour de table, Introduction
Welcome by Chair of IAB, Prof. Csaba Csáki: Mission, agenda and procedural rules of IAB
Presentation by Norbert Kis, Vice-rector for International Affairs: General overview of CUB
Presentations by representatives of faculties

Contributions and recommendations of IAB
Minutes

1. Restructuring of the current organization of the CUB

The fragmentation of the CUB organization may create some possibility to avoid collaboration and prevents the university from obtaining a common vision of problems. In order to create a clearer structure, the general reorganization of the departments should be discussed. In international practice departments integrate research and teaching activity by subject, and offer teaching to various faculties. A more department-based management of teaching and research would create an opportunity to reduce the workload and to save money. Leaders have serious responsibility to rethink the current organization. /Prof Burgio/

CUB is similar to a holding company which has been maintaining the predecessor universities exactly as they were. The University should rethink, if it really needs all existing faculties and departments. In other words: What kind of organization does CUB need to become a strong central European university? /Prof Junghagen/

IAB is uncertain how to be helpful for the University because in fact there are seven different faculties making their separate academic and financial policies. It is not clear if there is one institution that is trying to fashion an international strategy or there are seven institutions with certain goals. The question is, if IAB should help one institution or seven different institutions? Is the current situation stable, or is it possible that 5 years from now the university will show some kind of real integration? /Prof Meadows/

The existing strong and independent faculties with a high degree of heterogeneity lead to multiplication of services. An interfaculty centre for teaching foreign languages could be a good example for a better management of educational services. A clear language policy should be established and related to human resources management, i.e. language training program for faculty members.
One consequence of the current unreasonable structure is that the university is overstaffed. 50-50 shares between academic and administrative staff is unbalanced in international sense. Another outcome is redundant governance at central and at faculty-level as well. /Prof Dallago/

The university should exploit the variety of its culture and turn it to its advantage. We have to be very careful about the idea marginalizing everything. We have to think about how the best use could be made of this variety and to create space for exchanging ideas. Cross verbalization of ideas could be very supportive. The university does work largely bottom up, but a balance is needed between top down and bottom up works. Therefore there is a need to do some more rationalisation. One needs to be aware that quality is a strength and be careful not to loose it. /Prof Stiles/
For the above mentioned purposes, means for motivation need to be enhanced. The establishment of a central fund for supporting and giving incentives to joined coordinated initiatives would be suggested. /Prof. Dallago/

In this respect IAB suggested developing a sophisticated project management unit which is able to coordinate all departments to participate in tenders and in applications under different umbrellas. /Dr. Szaló/

2. Facilitation of Interaction and Cooperation within the CUB

The most discussed area has been the public management and administration, Prof. Meadows said that the lack of mobility between public management departments of FE and FPA is a disaster.

FPA and two other faculties provide courses with similar content, but without integration, mobility or coordination among them. General public administration courses at FPA and special public administration courses at sectoral administration should be integrated into FPA teaching programs. /Prof Verebélyi/

Prof Bouckaert proposed creating a task force being in charge of creating a kind of matrix of the different faculties’ programs to see what kind of overlap interaction, synergy could happen.

Thomas Popp pointed out overlapping departments between FHS and FFS.

3. Remarks related to the internationalization

Faculties go on their own way in building partnerships, but it has no overall strategic impact on the whole university. In terms of internationalization a more clear sense of direction is necessary. Reasons for internationalization must be made clear for all faculty members. For this purpose, establishing an international committee chaired by the vice-rector for international affairs, with the vice-deans for international affairs from the faculties would be advised. This could report directly to the rector and the senate, recommending policies at the same time. The University needs to establish a double degree policy and joined program policy. If CUB wants international recognition the university shouldn’t engage in strategic partnerships with too many actors. Partners should be at least as attractive, as CUB is, preferably more attractive, than CUB. /Prof. Junghagen/

Prof. Meadows outlined some reasons why lecturers’ and students’ exchange are beneficial:
- to acquire specialized knowledge of the region
- to build up your unique portfolio (characteristics, pick up stuff that you wouldn’t get anywhere else)
- to learn something new abroad (what you can take home)
- to be helpful

Prof Verebélyi stated that a more active international cooperation with neighbourhood countries in the field of public administration education would be advisable.

4. Specific remarks to faculties

CUB does not have a business school which would strengthen the Corvinus brand. Management has to have a look on the huge palette of chairs, institutes, departments and put them into a business school. “Airpass” accreditation is not advisable; it is a second class accreditation for institutions that can not be „EQUIS” accredited. /Prof. Junghagen/
Prof. Scherer stressed that 30 km from Budapest, in Gödöllő, operates the Agricultural University of Sciences (Szent István). It would be advisable to change the name of the Corvinus Agricultural Centre and to point out where this institute differ from Szent István University and which are its strengths compared to Szent István University in proper sense. CUB should find an expression, which could cover the 3 faculties of life sciences and does differ from Gödöllő.

Prof. Galambosi pointed out different forms of strategic partnerships with public administrative bodies in development research and innovation activity.