

Center for Strategisk Byforskning

Realdania forskning

Bestyrelsesmøde, referat

Dato 22. november 2005

Tid: kl. 9-12

Sted: Konsistoriums mødesal, KVL

Deltagere:

Niels Elers Koch (formand)
Hans Peter Svendler
Niels Østergård (substitut for Kirsten Vintersborg)
Inger Lise Saglie
Eric Clark
Gertrud Jørgensen
Niels Albertsen
Hans Thor Andersen
Søren Smidt-Jensen (referent)

Afbud: Kirsten Vintersborg (substitut: Niels Østergård) og Karl-Otto Ellefsen (fra The Scientific Advisory Board)

Indbudt: Ash Amin, Francois Ascher og Axel Priebs (The Scientific Advisory Board)

Under punkt 2 deltog The Scientific Advisory Board.

1. Godkendelse af dagsorden

Dagsordenen blev godkendt.

2. Rapport fra The Scientific Advisory Board (denne del af referatet er på engelsk)

The Scientific Advisory Board (SAB) had the following comments:

- The research program of CSB is very exiting, and the openness and bottom-up approach is very refreshing. There is a variety of topics, there is novelty and the work of CSB is at the cutting edge. Furthermore, all teams seem very enthusiastic.
- There is a need for better cohesion and integration in the centre. Some of these connections need to be made top-down by the centre management. The program needs more strategic guidance in order to make more out of something that is already very good. One idea could be to introduce *transversals* e.g. core-themes and

common interesting issues that cut across the already established research-themes and that everybody have to address. Some of the existing projects could also be made more interdisciplinary. Generally interdisciplinarity could be pushed further. Other disciplines could also be taken in – e.g. anthropology, literature theory and economics. Theme A on Concepts of the City and Theme F Urban Policy and Strategy should become umbrella-like themes, in which more theoretical work could be done. They are important for all other projects in the centre. Be clear about the policy objective and impact you want to have. Furthermore, it could be an idea to introduce *common projects* e.g. thematised common books for the international market or a big international conference in 2-3 years ahead. Such an event could also bring the teams and projects much more together. Another idea could be the introduction of a *strategic policy group* where key-researchers from CSB and key-practitioners could take part. These are examples of the ways that the program, in the opinion of the SAB, could become more coherent and better integrated.

- A decision has to be made now about the unique selling point (USP) of CSB. Perhaps it could be an urban study of the Danish welfare-model? How does the Scandinavian model of “flexicurity” influence the Danish version of the city without limits? This could be our distinctive contribution. In the view of the SAB it is very important to make a decision on the issue of the unique selling point of the centre.
- The SAB recommends that the CSB as a whole should be ambitious. It is not common to have the opportunity to establish a five year program on cities like CSB. We should aim extraordinarily high, also internationally. The SAB thinks that CSB can hit the highest academic marks internationally. The SAB also thinks that CSB should aim for an engagement with key-policy makers at the highest level in Denmark and internationally, e.g. the OECD.
- The SAB believes that at the current stage of CSB, there is a need to have a very clear output- and dissemination plan. Some program level outputs should be determined already now, besides the outputs at project level. Furthermore, it has to be considered what kinds of output we want to have? Do we want to produce regular policy briefings that are circulated to key decision-makers? And what main academic outputs do we want to make? The target groups of our products should be kept in mind when making these decisions. Furthermore, it has to be decided what kind of quality-audit we want to put in work. Do we want to have advisory teams on each project, and what referee-team should we have on the CSB-products?
- Finally, the SAB believes that the CSB has embarked on an interesting journey; however it is possible to make this journey even better with some strategic decisions. Think over the need for management reforms of the programme.

As a conclusion SAB stated again the need for inter-disciplinarity and communalities in the centre.

Comments:

Gertrud Jørgensen

Thank you. These are highly useful comments. To a large extent they are in line with the thoughts of the centre management about how we can reform the process. I think that you have grasped in a very short time what our challenges are.

Niels Albertsen

The timing of the SAB-comments is good. We have a chance to reorganise if needed. Until now the centre management has been focussed on the process of "establishing" the centre - the teams, across disciplines, formulating the programs, allocating resources, etc. From now on the centre management will have more time to focus more on the transversal question and common themes.

Hans Thor Andersen

It should be remembered that convincing the CSB-researchers is needed in order to begin working on "transversal" issues. But we have to reconsider the way the management works. We need time to rework the strategies, or develop a strategy. In the next six months we have a very important job to do in the centre management, perhaps with the SAB as distant advisors.

Ash Amin

There are some limitations to fix all resources from the start. It is common to build up big projects gradually. Perhaps this could be an idea.

Gertrud Jørgensen

Around 75% of the research funding is fixed. We have also put a sum aside for conferences, common books and dissemination, which leaves room for new initiatives and for integrative work.

Axel Priels

An idea could be to establish a referee-group e.g. a group of architects could be referees to the work of geographers and vice versa. This could enhance the interdisciplinarity of the project.

Francois Ascher

How can a balance be made between the academic and political? It is not completely clear how the centre wishes to answer questions related to urban planning and how it wishes to answer questions related to policies. Maybe you should focus on identifying problems rather than solving them.

Inger Lise Saglie

You should think of introducing a more top-down management even though the process so far has been very bottom-up. Is it possible to have more hands-on management? Is the amount of resources for the management enough? Think it over, and if necessary, re-organise in order to get adequate resources.

Niels Østergård

Is it possible to aim for a 50-50 division of academic and policy outcomes?

Niels Albertsen

To answer such questions it is important to remember that the three institutions are very different and that the researchers belonging to each institution have very different publication obligations. The researchers at The Department of Geography are the most bounded by academic criteria while The Aarhus School of Architecture and Forest & Landscape have different publishing obligations and strategies. At The Aarhus School of Architecture it is regarded as good publishing to publish in the planning profession journals. In this way the mix of institutions is very adequate to the purpose of the CSB. As a whole the Centre can publish according to different criteria and target groups.

Ash Amin

I believe that a 50-50 division should be the aim. The most policy-relevant projects in the program need to be identified. They could be put together, and a strategic policy forum group could be established. Some of the important questions that this group could work with could be e.g what are the housing policy implications in the city without limits? What are the social implications? What are the democratic implications? This group could identify 5-6 big themes and then connect to key-policy makers.

Axel Priebs

The key-messages should be written in two different languages. Politicians need short and precise messages.

Francois Ascher

The team is not only analysing meta-governance - we are in fact inside the meta-governance system. We have a function to make a connection between the knowledge society and the Danish population. We should think the CSB-project as a meta-governance project in itself.

Hans Peter Svendler

Perhaps one umbrella/group should be established to communicate specifically to the municipalities. Because of the ongoing structural reform there is a big need for knowledge here. Try to plan for a policy orientated book in one or one and a half years time. Furthermore, I noticed that the main point made by the SAB was management. The resources, the people, the titles are right. Now it is about getting the most out of it. I also believe that finding the “CSB selling-point” is a very good idea.

Niels Elers Koch

The board is already consisting of insiders, therefore it is excellent to have these outside-comments. I believe that the critique the SAB has put forward is very relevant. The board of directors will support the centre management in their future work on these issues. It is time to make a nice bouquet of the many flowers. The SAB will be invited again in 2007 and in 2009.

3. Orientering om fremdrift i CSB

Gertrud Jørgensen introducerede den bilagte skriftlige orientering og tilføjede særligt at CBS deltog med en workshop i Byplanbiennalen i sommer, hvilket har fungeret som en integrerende ”event” for CSB og forskerne.

Det blev drøftet om CSB’s ledelsesressourcer kan udnyttes bedre eller om der bør sættes flere af. Bestyrelsen spurgte desuden til de phd-studerende, og om der sker noget helt særligt for dem i CSB. Centerledelsen svarede, at de phd-studerende er integreret i arbejdet i centret – de eneste ”fuldtidsansatte”, - og at de føler sig som fuldgylde deltagere og som ansat i CSB. De integreres via forskningstemaer og hovedprojekter.

Hans Peter Svendler og Niels Østergård gentog begge behovet for en praksisrettet publikation indenfor de nærmeste år, og Hans Peter Svendler foreslog at udnytte det politisk orienterede som sammenhængskraft i CSB.

Orientering blev taget til efterretning med de ovenfor nævnte kommentarer. Bestyrelsen ønsker til næste møde en plan fra centerledelsen om hvorledes vi følger op på SAB’s råd.

4. Status for hovedprojekter

Tema A: Bybegrebet

Hovedprojektets stamkort blev fremlagt (revideret stamkort vedlagt dette referat).

Tema D: Hverdagslivslandskabet

Hovedprojektets stamkort blev fremlagt.

Tema F: Bypolitik og strategier

Hovedprojektets stamkort blev fremlagt. Nogle af delprojekterne er under opstart heriblandt projektet om kommunale strategier som udføres af Niels Boje Groth og phd-projektet ”Kommunale strategier og planlægning som respons på metapolisering” (arbejdstitel) der udføres af Søren Smidt-Jensen. Søren Smidt-Jensen orienterede kort om sit phd-projekt. Anne Gravsholt Busck er ved at færdiggøre sit delprojekt om byranden.

Bestyrelsen tog orienteringen til efterretning.

5. Godkendelse af nye projekter

Centerledelsen præsenterede to nye hovedprojekter samt to projektudvidelser til bestyrelsen til godkendelse:

Tema E: Miljø- og arealressourcer i den grænseløse by

Gertrud Jørgensen forelagde dette projektoplæg, som blev godkendt som ramme for de igangsatte projekter. De delprojekter som endnu er skitsemæssigt beskrevet, forelægges senere bestyrelsen.

Tema C: Byerne i vidensøkonomien

Hans Thor Andersen præsenterede dette projektforslag, der er opfølgningen på det forprojekt for tema C, som blev igangsat foråret 2005. Det indeholder et phd-studie samt en række andre delprojekter, primært bemandet fra Geografisk Institut og Arkitektskolen Aarhus. To projekter fra Skov & Landskab under projekt bypolitik og strategier relaterer sig til dette hovedprojekt og vil være i kontakt med gruppen.

Bestyrelsen fandt projektet interessant og lagde stor vægt på at der bliver en policyorienteret afrapportering af projektet.

Projektet **Hverdagslivslandskabet** udvides med delprojektet ”Det landlige hverdagsliv – Et studie af tilflytning fra storbyen til landområder”. Lise Herslund, som er ansvarlig for delprojektet går på barselsorlov i januar 2006, og ventes tilbage i efteråret 2006. I denne periode søges eksterne midler til medfinansiering af projektet. Der indgår otte mandmåneders CSB-finansiering.

I projektet **Bypolitik og strategier** har Karina Sehested ansøgt og fået midler til en post.doc. til delprojekt 2, Det bypolitiske metalederskab. Der allokeres 100.000 kr til medfinansiering af denne fra CSB-midler.

Bestyrelsen ønskede med årsregnskabet en oversigt over allokerede midler og det økonomiske handlingsrum, der er herefter.

6. Gæsteprofessorer

CL fortalte kort om de emner til gæsteprofessorer, som forskerne ved de tre institutioner har peget på. Disse er beskrevet i bilaget til mødet. Der er endnu ikke taget kontakt til de potentielle emner.

Centerledelsen vil overveje hvordan gæsteforskerne bedst kan bruges (forelæsninger, phd-kurser eller projektnære personer?).

Bestyrelsen bad centerledelsen arbejde hurtigt videre med sagen og påpegede, at her er en oplagt mulighed for fremme integration og tværgående aktiviteter i CSB.

7. CSB's engagement i IFHP 2007 (orientering samt drøftelse v/ Hans Peter Svendler)

Hans Peter Svendler orienterede om verdenskongress 2007 i ”International Federation for Housing and Planning” (IFHP) som Miljøministeriet sammen med Fondens Realdania samt Københavns kommune har påtaget sig ansvaret for.

Der etableres en Scientific Committee for konferencen, som CSB ventes at bidrage til.

Næste møde

Næste bestyrelsesmøde er d. 27. marts kl. 9.00-12.00 (frokost kl. 12.00) på Geografisk Institut, Øster Voldgade 10, København.