

United about University College Copenhagen's Strategy

By Line Rasting Hald Andersen | 28 August 2018 | Translated 7 September 2018



University College Copenhagen is about to have its first organisation-wide strategy. The strategy shall be both ambitious and realistic – but most importantly, the strategy must be coherent and comprehensible for students, employees, and external stakeholders. That is why we are collectively developing the strategy with participation from across the organisation.

University College Copenhagen launched on 1 March 2018 with a vision to create stronger educational environments, create a better premise and setting for learning, and collectively be well equipped to face the challenges of the future welfare state in a professional and qualified manner. But, how do we do that? That is what the strategy will seek to answer, and the answers lie with the students, employees, and external stakeholders. Everyone is encouraged to partake and bring forth ideas to what will become University College Copenhagen's first strategy.

The process of developing the strategy began before the summer holidays, and we are now ready to buckle down and finalise the strategy formation. Students and employees are actively assisting in determining the strategic direction of University College Copenhagen. Similarly, our closest stakeholders are also involved in the strategy formation process, e.g. municipalities, local authorities, collaborative partners.

The strategy formation will be under development over the course of the next 6 months. Through a 4-step process, the formation process takes its point of departure from a “helicopter perspective” to more tangible concrete actions.

Step 1: What reality are we educating our students to?

To comprehend the challenges of tomorrow, the first step involved analysing our external environment, and identifying tendencies among our students, course participants, and industry. The visualisation allows us to assess where our resources and competencies complement the demands of our external stakeholders, and where we need to develop our competencies to continue having relevant study programme and bring forth highly desirable graduates.

Five over-arching tendencies were identified based on numerous interviews, even more relevant documents, and local analyses from faculties and departments. Tendencies, resources, and competencies will shortly be summarised and published in a so-called strategic briefing, which is currently under development.

Step 2: Five Proposals – Hyperbolised

Two strategy workshops for students, employees, and stakeholders have been organised and scheduled for ultimo September. The workshops will create the setting for all participants to bring forth their ideas on the strategic course and direction for University College Copenhagen. Based on the five over-arching tendencies, five strategy scenarios have been developed in advance, and will be presented at the workshops in September. The five scenarios represent different strategic directions for University College Copenhagen. All the scenarios are extremes – hyperbolised – on purpose to ignite a creative, innovative thinking amongst the students, employees, and stakeholders.

The final strategy may include several elements from different scenarios as well as new elements sparked from the two workshops.

Step 3: Setting the course

The final strategic course for University College Copenhagen will be chosen based on the many inputs and discussions throughout the formation process. The final strategy will not be a detailed plan of activities detailing and mapping every task for one and all. Instead, the strategy will be a relatively simple and concise formulation, which we can all zoom in on when defining work related activities, entering into new partnerships, or prioritise tasks in the daily routines.

Collectively, we have to prioritise concisely to identify and analyse the core activities and interests of future University College Copenhagen.

The strategy will be presented in a number of objectives and prioritisations.

Step 4: From strategy to action

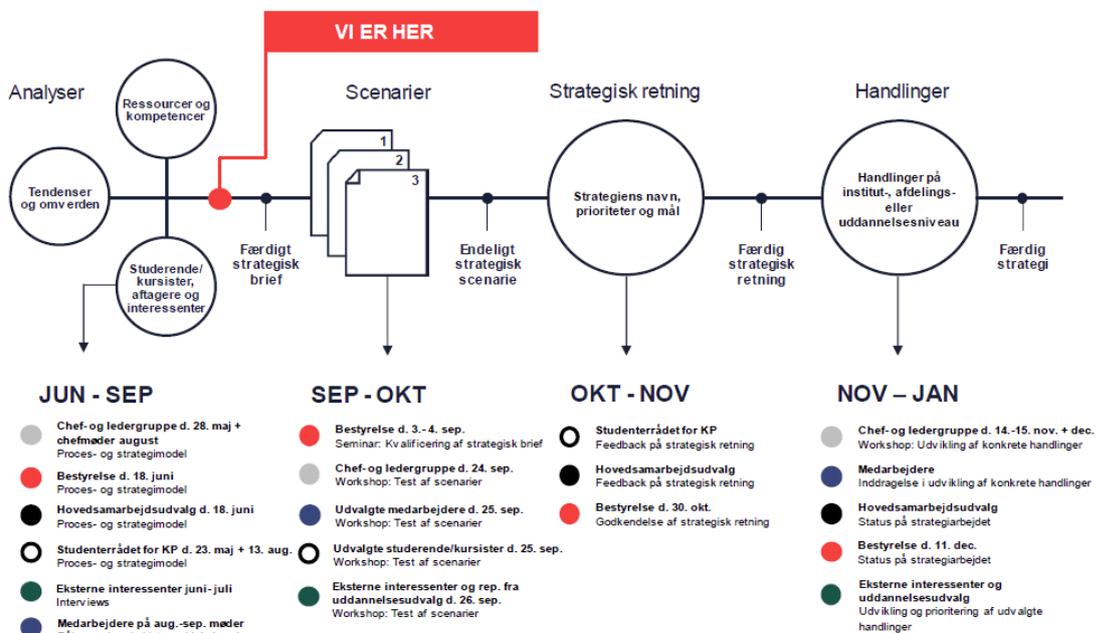
In the last step, the over-arching strategic course will be translated to tangible actions. This step, then, will uncover what the over-arching strategy means for Student Services, for the classrooms of the Chemical and Biotechnical Science study programme, for the student counselling of the Social Education study programme, and for the daily activities of students and employees across University College Copenhagen.

Students, employees, and management of each department and unit will collaborate to translate the over-arching strategy to tangible actions, which are meaningful and course setting for themselves. Based on the over-arching strategy, the practice of translation is about identifying what tangible actions create value and development for the individual department, unit, and students – and what creates value for the graduates, the reality, and the future “out there.”

Where we stand

The overview shows when and how we are currently working on the strategy formation process in different forums, including students’ councils, Board of Directors, and the main cooperation committee.

You can see the strategy formation process here (in Danish):



As outlined in the graphic above, we are currently on the verge of completing the basics of the strategy formation process (strategic briefing). This is also when innovative thinking and ideas cannot

be too creative. This is the time for students and employees to engage in conversations on what they think should be the strategic course and direction for University College Copenhagen – and later forward these ideas to management.

This activity will partly take place in meetings at the individual departments and units, and partly at the workshop scheduled for 25 September 2018. If you already have *the* idea, you are more than welcome to forward that to strategi@kp.dk

Students can register for the workshop by e-mailing strategi@kp.dk. We have a limited number of seats. Employees are recruited for the workshop within their appropriate department or unit.