

Plan for the strategy processes at the IT University of Copenhagen

The goals of the IT University for 2011 are given by the Strategy for the IT University 2009-2011, the IT University of Copenhagen Globalisation Strategy 2008-2012 and the Development Contract 2011.

Many significant changes in the context of the university have happened since the current strategies were developed. Moreover, several of the existing strategies are approaching their planned end date. So not only is it time to do some strategy work, it is also relevant to think about whether the university is more or less on the right path or whether we need to make some substantial changes of direction.

The purpose of this document is to get an overall plan for the strategy work that we envisage.

Strategic Strands

Since the two main types of output from the university are education and research, it makes sense to have two strategic strands: education and research.

Both of these strands are related to a third strand, namely the mission of the university and the overall development of the university, including its approach to globalisation.

All three strands are connected and all three strands will influence each other.

Process, Anchoring and Output

In continuation of the organisational changes put into place at the beginning of 2010, Management believes that it is important that the different management fora that exist after those changes play a central role in the development of the strategy.

In particular, Management finds it desirable that the Board of Research take maximal ownership of developing the research strand of the strategy and that the Board of Studies take maximal ownership of developing the strategy for education. The ITU Board and the Management should then take ownership of the third strand, involving the other meeting fora in matters that are central to them.

The desired output of the strategy work is a consistent set of clearly stated directions for the three strategic strands, which enjoys widespread support from the Board down and which is documented in a number of consistent, short strategy documents, authored by the various fora of the management structure of the university.

On-going Strategy Work

At the moment, the following processes are taking place:

- The Research Board is working on a research strategy, headed by Jørgen Staunstrup
- The Board of Studies are working on a strategy for education, headed by Kasper Østerbye
- The Head of Communication, Peter Kamph, is working on a new communication strategy

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31/3/2011, MT

In addition, the Management (“direktionen”) is having some internal discussions about a long-term strategy for the IT University, in the light of the many significant changes that have happened outside and inside the university since the current strategies were developed.

Rough Plan for the Strategy Work

- **Education** Process driver: Board of Studies. Presentation of draft version for the ITU Board at strategy meeting in June, final version approved by Board at November meeting.
- **Research** Process driver: Research Board. Presentation of draft version for the Foresight Panel in May, ITU Board at strategy meeting in June, final version approved by Board at November meeting.
- **Mission, overall development, globalisation** Process driver: Management (“direktionen”). Presentation of draft version for the Foresight Panel in May, ITU Board at strategy meeting in June, final version approved by Board at November meeting.

The process drivers are responsible for soliciting opinions and hearing relevant internal and external stake-holders along the way.

The Next Development Contract

Assuming that the Folketing passes the revision of the University Bill before the summer holidays 2011, the universities will have to negotiate new development contracts for the period from Jan. 1st 2012 and probably three or four years into the future. The revised University Bill will give the minister the right to impose concrete goals on the university. We do not know what those goals will be nor do we even know with which government we will be negotiating. Depending on when the election is held, one can speculate that the ministry will postpone the negotiations. In any case, the further we have come with our own strategy work, the better our chances of getting alignment between ITU’s next strategy and the next development contract. It is quite important, therefore, that we make considerable headway with the strategy work over the next 6 months.