



# Guidelines for the collaboration committees' discussion of strategy and financial conditions

## 1. Background and purpose

According to the University Act, the responsibility for and the authority to make decisions about UCPH's overall strategy and finances are placed in the Board (Section 10 of the University Act). In accordance with the cooperation agreement, prior discussion and processing must also take place in all collaboration committee at the university.

The purpose of these guidelines is to set a framework for all of the UCPH's local collaboration committee's discussions of goals, strategies, and budget/financial conditions. ([Click here for more information about the budget model](#) Please note that the page is in Danish)

## 2. General information on the discussion of goals and action plans at UCPH

UCPH work with strategy and budget based on a strategic annual cycle, which means that all departments and faculties as well as other units, where agreed, draw up a four-year target plan, a one-year action plan, and an annual report on the action plan.

The strategic goals and initiatives in the target plan and the action plan are determined in a management dialogue between the rector - dean and associate deans and the dean and associate deans - departmental management, where resources and budget are also determined. Goals and action plans are drawn up in an inclusive process at faculties and departments, as well as other units that prepare goals and action plans (click here for more information about the strategy processes on KUnet).

The participatory process entails that staff and students must be involved, and that involvement must be made broadly and not only in formal councils and committees. When planning major adjustments to the goal plan, it is particularly important to have time to involve staff and students in the goal plan and budget work, and not least at department/unit level, there is a need for time for involvement and clarity about when the strategy work is ongoing. It should be made clear when it is possible to have influence. It typically takes about two months to get a draft goal plan through the relevant units' forums and committees (both at department and faculty level).<sup>1</sup>

The planning of the budget and strategy processes, especially locally, can be strengthened by:

- Each faculty draws up a time schedule to be announced to the departments/units in good time before the start of the process. The processes must be transparent, so that the departments/units can see themselves and their own strategy work in the major contexts.
- The faculty and department management involve the collaboration committees/vice-chair of the collaboration committee in the planning of the process for involvement in the strategy work.
- Meetings in the forums and committees that contribute to the target plan will be planned in good time, so that ad hoc meetings and undue haste are avoided to the greatest possible extent.
- In principle, the departments/units can initiate the targets and action plan when they want to, so that there is sufficient time for the involvement.
- Faculties and departments/units themselves orchestrates the involvement and organises the processes.

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<sup>1</sup> In the period March to June 2021, a working group under the General Collaboration Committee (HSU) has looked at the possibilities for better involvement in the strategy and budget processes at the UCPH. [See the Working Group's overall recommendations here.](#)



### 3. The collaboration committee's role

Collaboration committees at all levels must be informed of and discuss the target plan, strategy, and finances. The treatment must follow the UCPH's strategic annual cycle and the faculties' timetables. The time schedule for the collaboration committee's discussion there is to be taken into account that the employees should be given the opportunity to obtain further information, carry out meetings with their 'backing' and colleagues from other staff groups and possible obtaining external assistance.

The collaboration committees are expected to:

- Contribute to the development of the university as a workplace with a focus on work and staff conditions
- Focuses on funds and revenues as the basis for safe and stable operation and development
- contributes to the timely identification of financial problems that may have serious consequences for work and staff conditions at UCPH.

This is ensured by ensuring that all collaboration committee at all levels:

- Has finances as a fixed item on the agenda
- informs about the latest and expected developments in activities and in the financial situation, including following up on the UCPH's/the local unit's finances in step with the two budget follow-ups (Ø1 and Ø2) at UCPH
- At least once a year, you will be informed of the timetable for the target plan and the budget process in all units (faculties, departments, the Central Administration, etc.).
- At least once a year, the target plan/action plan/strategy is on the agenda
- receives the information so timely, and with such a suitable content, that it is possible to carry out a thorough discussion, so that the employees' views and proposals can be included in the basis for the management's final decisions, in both written and oral form, the information is available.
- discusses and deals with the accounts for the completed financial year.

### 4. Validity and termination

The guidelines take effect on adoption by the General Collaboration Committee.

Termination must be in accordance with rules stipulated in the circular on consultation committees, according to which each of the parties is entitled to terminate fixed guidelines with three months' notice. Before termination, the collaboration committee is to endeavour to amend the existing guidelines to make them satisfactory for the parties in the collaboration committee.

Discussed and adopted at the General Collaboration Committee meeting on 1 June 2022.

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