

IT UNIVERSITY OF COPENHAGEN

# ANNUAL REPORT 2018

IT UNIVERSITY OF COPENHAGEN

03

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# UNIVERSITY DETAILS



# BOARD OF DIRECTORS

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<b>Telephone</b>	+45 72 18 50 00
<b>E-mail</b>	itu@itu.dk
<b>Website</b>	www.itu.dk
<b>CVR-no.</b>	29 05 77 53
<b>Registered office</b>	Copenhagen

## BOARD OF DIRECTORS

### Maria Rørbye Rønn

Chairman of the Board of Directors, Director General of Radio Denmark, CEO, born 1964. Deputy Chairman of the Board of Directors of Ritzaus Bureau A/S. Member of Advisory Board Ordrupgaard.

### Lars Mathiesen

Deputy Chairman, Director, Frost Management, born 1956. Associated Director, Deloitte. Member of the Board of Directors of Signicat A/S. Member of the National IT Project Council and the IT Project Council of the Municipality of Copenhagen.

### David Basin

Dr., Professor, ETH Zürich, born 1961.

### Lars Frelle-Petersen

Director, Confederation of Danish Industry, born 1970. Chairman of the Board of Directors of Roskilde Kulturservice A/S. Member of the Board of Directors of Foreningen Roskilde Festival, DenmarkBridge, DIBD A/S and MADE. *Joined the Board of Directors on 1 October 2018.*

### Kristine Stenhuus

Vice President, NNIT, born 1973. *Joined the Board of Directors on 1 October 2018.*

### Irina Shklovski

Associate Professor, IT University of Copenhagen, born 1977.

### Karina Garnier Christensen

Academic Advisor, IT University of Copenhagen, born 1973. *Joined the Board of Directors on 1 November 2018.*

### Emma Arfelt Kock

Master of Science student, IT University of Copenhagen, born 1994.

### Liam Phan Asmussen

Bachelor of Science student, IT University of Copenhagen, born 1997.

# EXECUTIVE MANAGEMENT, AUDITORS, ATTORNEYS AND BANK



## EXECUTIVE MANAGEMENT

Martin Zachariasen  
(acceded on 1 January 2019)  
Vice Chancellor

Jens Christian Godskesen  
Pro-rector

Georg Dam Steffensen  
University Director

## AUDITOR

Rigsrevisionen  
(The Danish National Audit Office)  
Landgreven 4  
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## INSTITUTIONAL AUDITOR

Ernst & Young  
Godkendt Revisionspartnerselskab  
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P O Box 250  
DK-2000 Frederiksberg

## ATTORNEYS

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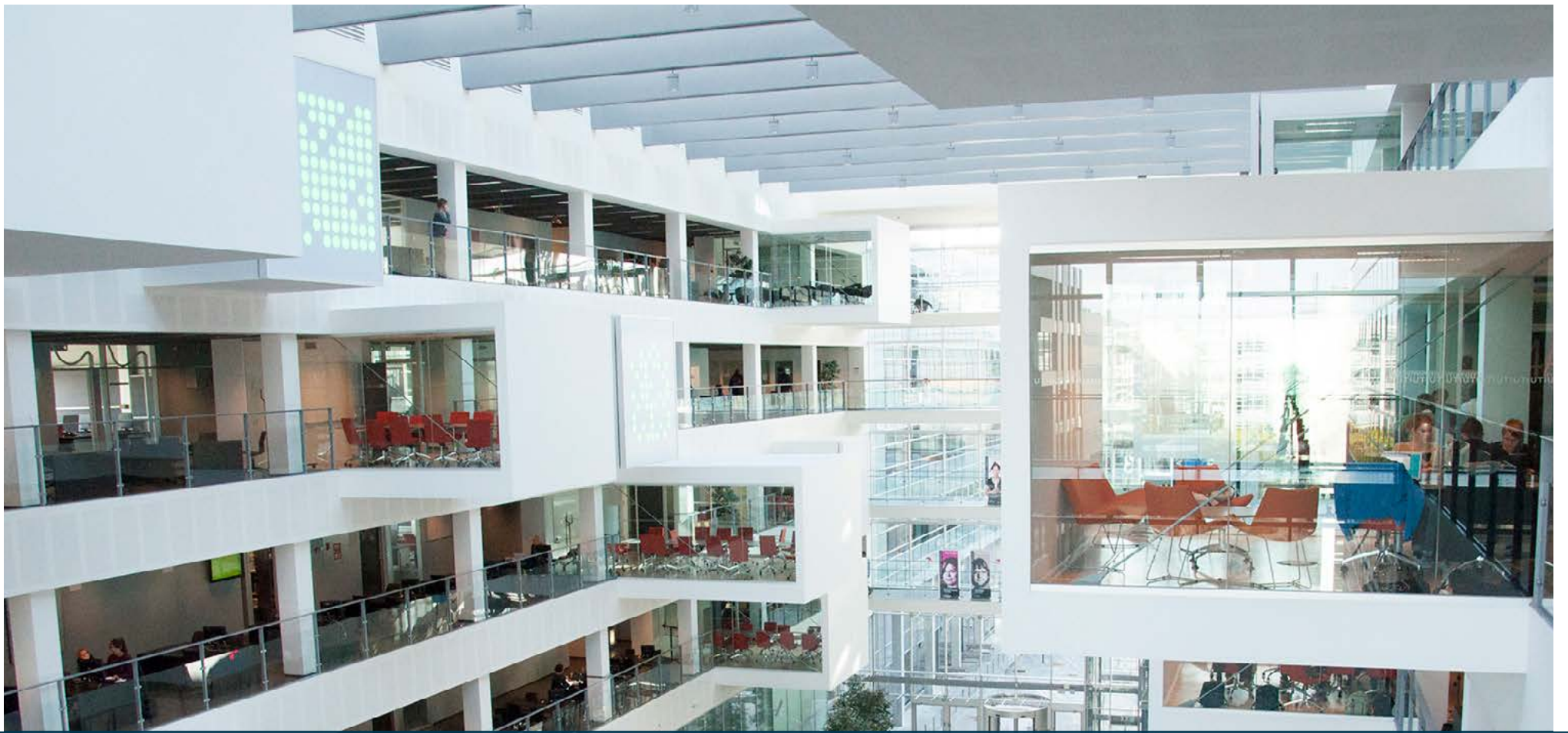
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Njord Advokatpartnerselskab  
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DK-1112 København K

## BANK

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Holmens Kanal 2-12  
DK-1092 København K



# MANAGEMENT STATEMENTS AND INDEPENDENT AUDITORS REPORT



# STATEMENT BY THE BOARD OF DIRECTORS AND THE EXECUTIVE MANAGEMENT

Today the Board of Directors and the Executive Management have discussed and approved the Annual Report of the IT University of Copenhagen.

The Annual Report has been prepared in accordance with Executive Order no. 1272 of 12 November 2018 on Grants and Auditing etc. of Universities.

**It is hereby stated that:**

1. The Annual Report gives a true and fair view, i.e. the Annual Report does not contain any material misstatement or omissions, including adequate presentation and reporting on the Strategic Framework Contract.
2. The transactions comprised by the financial reporting are consistent with appropriations granted legislation and other regulations as well as agreements entered into and general practice.
3. Business procedures have been established that ensure financially appropriate administration of the funds comprised by the Annual Report.

Copenhagen, 4 April 2019

## THE EXECUTIVE MANAGEMENT OF THE IT UNIVERSITY OF COPENHAGEN

<p>Martin Zachariassen Vice Chancellor</p>	<p>Jens Christian Godskesen Pro-rector</p>	<p>Georg Dam Steffensen University Director</p>
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## THE BOARD OF DIRECTORS OF THE IT UNIVERSITY OF COPENHAGEN

<p>Maria Rørbye Rønn Chairman, External member</p>	<p>Lars Mathiesen Deputy Chairman, external member</p>	<p>David Basin External member</p>
<p>Lars Frelle-Petersen External member</p>	<p>Kristine Stenhuus External member</p>	<p>Irina Shklovski Staff-elected member</p>
<p>Karina Garnier Christensen Staff-elected member</p>	<p>Emma Arfelt Kock Student-elected member</p>	<p>Liam Phan Asmussen Student-elected member</p>

# INDEPENDENT AUDITORS' REPORT

## TO THE BOARD OF DIRECTORS OF THE IT UNIVERSITY OF COPENHAGEN

### Opinion

We have audited the financial statements of the IT University of Copenhagen for the financial year 1 January – 31 December 2018, which comprise accounting policies, income statement, balance sheet, statement of changes in equity, cash flow statement and notes, including supplementary information. The financial statements are prepared in accordance with the Danish State's accounting rules and ministerial order no. 1272 of 12 November 2018 on funding and auditing, etc., of universities (the Danish State's accounting rules).

In our opinion, the financial statements are, in all material respects, correct, i.e. prepared in accordance with the Danish State's accounting rules.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) and additional requirements applicable in Denmark as well as public auditing standards as the audit was performed on the basis of the provisions of the Danish State's accounting rules. Our responsibilities under those standards and requirements are further described in the "Auditor's responsibilities for the audit of the financial statements" section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Independence

We are independent of the University in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) and additional requirements applicable in Denmark, and we have fulfilled our other ethical responsibilities in accordance with these rules and requirements.

### Management's responsibilities for the financial statements

Management is responsible for the preparation of financial statements that are, in all material respects, correct, i.e. prepared in accordance with the Danish State's accounting rules. Management is also responsible for such internal control that Management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, Management is responsible for assessing the University's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting in preparing the financial statements unless Management either intends to liquidate the University or to cease operations, or has no realistic alternative but to do so.

### Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance as to whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and additional requirements applicable in Denmark as well as public auditing standards, cf. the Danish State's accounting rules, will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit conducted in accordance with ISAs and additional requirements applicable in Denmark as well as public auditing standards, cf. the Danish State's accounting rules, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud

is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the University's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management.
- Conclude on the appropriateness of Management's use of the going concern basis of accounting in preparing the financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the University's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the University to cease to continue as a going concern.



We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

**Statement on the Management's review, reporting on the Strategic Framework Contract and financial highlights**

Management is responsible for the Management's review (pages 10 - 20), reporting on the Strategic Framework Contract (pages 39 - 45) and financial highlights (pages 36 - 37), in the following referred to as *the other reports*.

Our opinion on the financial statements does not cover the other reports, and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other reports and, in doing so, consider whether the other reports are materially inconsistent with the financial statements or our knowledge obtained during the audit, or otherwise appears to be materially misstated.

Moreover, it is our responsibility to consider whether the other reports provide the information required under the Danish State's accounting rules.

Based on the work we have performed, we conclude that the other reports are in accordance with the financial statements and have been prepared in accordance with the requirements of the Danish State's accounting rules. We did not identify any material misstatement of the Management's review.

**Report on other legal and regulatory requirements**

**Statement on compliance audit and performance audit**

Management is responsible for ensuring that the transactions included in the financial reporting comply with appropriations granted, legislation and other regulations and with agreements entered into and usual practice and that due financial consideration has been taken of the management of the funds and operations of the entities covered by the financial statements. Consequently, Management is responsible for establishing

systems and procedures supporting economy, productivity and efficiency.

In performing our audit of the financial statements, it is our responsibility to perform compliance audit and performance audit of selected items in accordance with public auditing standards. When conducting a compliance audit, we test the selected items to obtain reasonable assurance as to whether the transactions covered by the financial reporting comply with the relevant provisions of appropriations, legislation and other regulations as well as agreements entered into and usual practice. When conducting a performance audit, we perform assessments to obtain reasonable assurance as to whether

the tested systems, processes or transactions support due financial considerations in relation to the management of the funds and operations of the entities covered by the financial statements.

We must report on any grounds for significant critical comments, should we find such when performing our work.

We have no significant critical comments to report in this connection.

Copenhagen, 4 April 2019  
 ERNST & YOUNG  
 Godkendt Revisionspartnerselskab  
 CVR no. 30 70 02 28

**Peter Gath**  
 State Authorised  
 Public Accountant  
 MNE-nr.: mne19718

**Morten Weinreich Larsen**  
 State Authorised  
 Public Accountant  
 MNE-nr.: mne42791



# OPERATING REVIEW



## PRESENTATION

The IT University of Copenhagen (hereafter called IT University) is an independent university under the Ministry of Higher Education and Science.

## MISSION

The mission of the IT University is to provide internationally leading teaching and research, which enable Denmark to become exceptionally good at creating value with IT.

The IT University will create this value mainly via IT research and IT education.

## VISION

We create and share knowledge that is profound and leads to ground-breaking information technology and services for the benefit of humanity.

# STRATEGY

The main focus of the strategy for 2017-2021 is to increase, as much as possible, the number of people in Denmark creating value with IT in ways that meet the standards of leading-edge IT research.

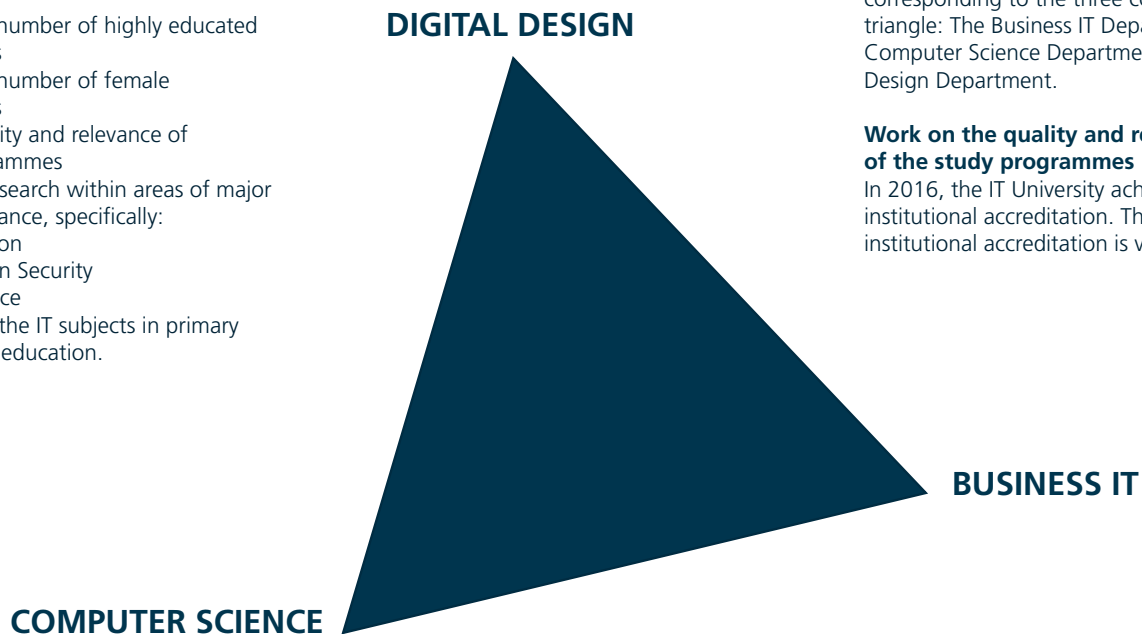
**In concrete terms the IT University works with the following areas of action:**

1. Increasing the number of highly educated IT professionals
2. Increasing the number of female IT professionals
3. Increasing quality and relevance of all study programmes
4. Increasing IT research within areas of major societal importance, specifically:
  - a. Digitalisation
  - b. Information Security
  - c. Data Science
5. Strengthening the IT subjects in primary and secondary education.

**Profile of the IT University**

*The essence of information technology is the creation, sharing and handling of mental concepts by means of digital technology.*

Thus, it is the mental concepts of humans, or the intellect, which constitute the core of information technology. Some of these concepts are based in natural sciences and technology, some in the arts and some in the use of IT by the business community. This diversity of specialisation is expressed in the triangle of the IT University:



This view is decisive for the ability of the IT University to attract a large number of researchers and students to this area. As a university dedicated to IT, the IT University has the special advantage of being able to gather these very different approaches to IT in one organisation with common targets and strategy. The newly formulated vision adds that the three different perspectives all must contribute to create and share knowledge that is profound and leads to ground-breaking information technology and services for the benefit of humanity.

The IT University has three departments corresponding to the three corners of the triangle: The Business IT Department, The Computer Science Department and the Digital Design Department.

**Work on the quality and relevance of the study programmes**

In 2016, the IT University achieved a positive institutional accreditation. The positive institutional accreditation is valid until 2022.

With the institutional accreditation, the IT University has systematised its quality assurance work considerably. The IT University's quality policy sets quality standards and describes processes to discover and handle any breach of these quality standards.

As part of the quality assurance work, the IT University has established stricter admission requirements for the MSc study programmes in order to address the issues of diversity and progression. These changes have been effective from the fall 2018. Applicants wishing to be accepted to the MSc study programme in Digital Design and Interactive Technologies or the MSc study programme in Digital Innovation & Management could sign up for an onboarding course in programming and qualitative methods during their summer holidays and conclude the course by a test. The course turned out to be very popular, and more applicants than expected passed the test, leading to an increase in applicants admitted to the MSc study programmes, in particular to the MSc study programme in Digital Innovation and Management.

The work on relevance is carried out in cooperation with the university's five Programme-Specific Employers' Panels and an overlying Executive-Level Employer's Panel. All employers' panels have met at least twice in 2018 and have submitted reports to the university offering assessments and recommendations. Following the recommendations of the employers' panels, considerable changes to the BSc and MSc study programmes in Digital Design and Interactive Technologies have been implemented during 2018.

## WORK OF THE BOARD OF DIRECTORS

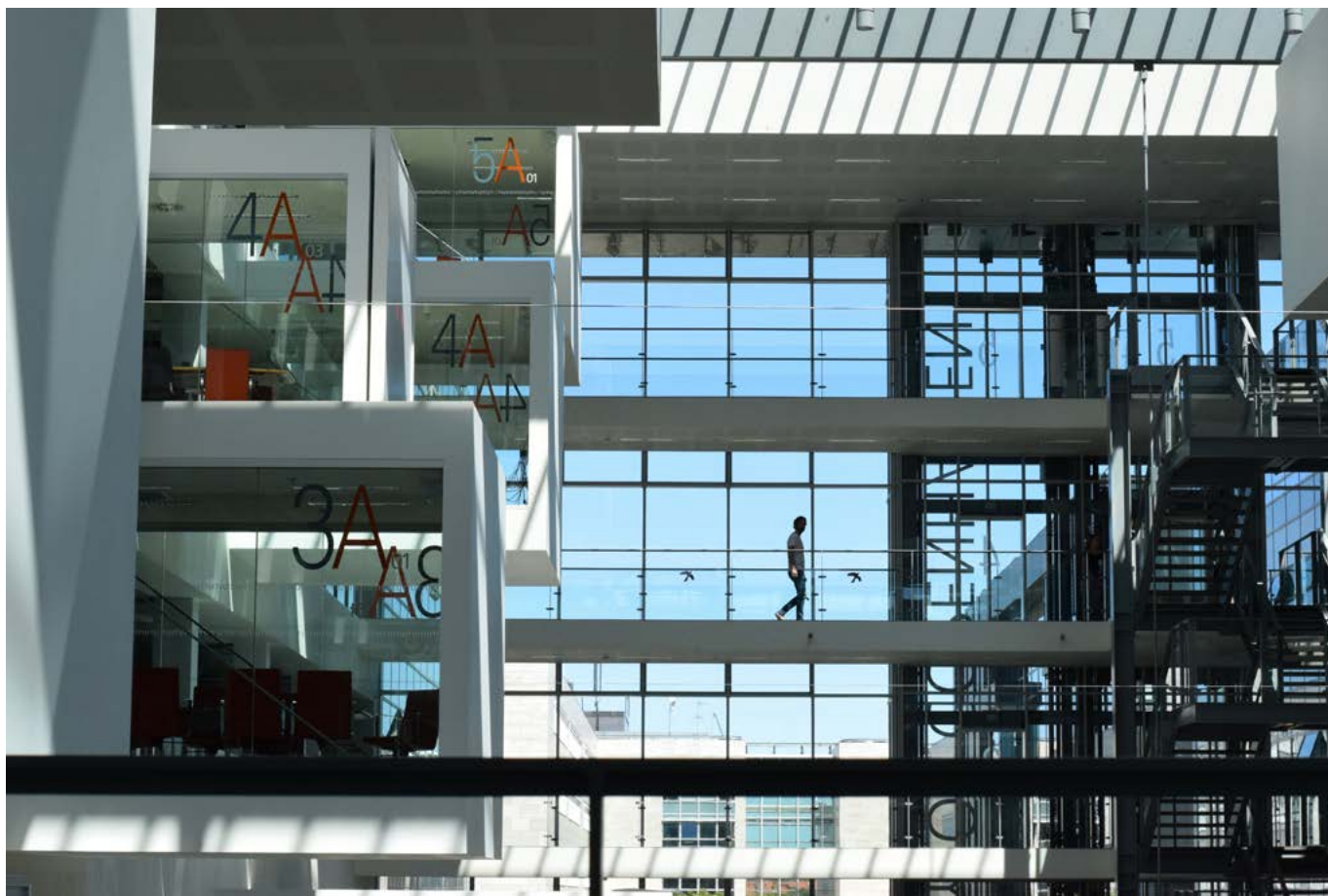
At the beginning of 2018, the Board of Directors consisted of Maria Rørbye Rønn (Chairman), Jørgen Lindegaard, Annette Stausholm, David Basin, Lars Mathiesen, Susan Skriver Gandrup, Irina Shklovski, Emma Arfelt Kock and Liam Phan Asmussen.

At the end of September 2018, Jørgen Lindegaard and Annette Stausholm resigned from the Board of Directors after having served as board members for the maximum two periods of four years. On 1 October 2018, they were replaced by Lars Frelle-Petersen and Kristine Stenhuus. On 20 September 2018, the Board of Directors appointed Lars Mathiesen Deputy Chairman of the Board of Directors. 1 November 2018, Karina Garnier Christensen joined the Board of Directors as substitute for Susan Skriver Gandrup.

In 2016, the Board of Directors adopted the overall strategy for the period 2017-2021, and decided to focus on five areas of action described above in the STRATEGY chapter.

The Board of Directors of the IT University also focuses on the gender balance among students. In 2018, targets have been set for the number of female students on the BSc study programmes in Software Development and Data Science.

In April 2018, Mads Tofte, Vice Chancellor of the IT University since 2003, announced his resignation to the Board of Directors correlating with the end of his tenure 31 December 2018. Mads Tofte was duly celebrated at a reception prior to his leaving in December. The Board of Directors has appointed Martin Zachariasen as new Vice Chancellor from 1 January 2019.



# STRATEGIC FRAMEWORK CONTRACT

2018 initiated the Strategic Framework Contract for the years 2018-2021. In the contract period, the strategic targets for the IT University are:

1. Increasing the capacity of research-based education of technical IT professionals
2. Increasing the number of female technical IT professionals
3. Achieving a high learning outcome for all students
4. All graduates should achieve good career opportunities
5. Strengthening IT research within areas that reflects societal needs
6. Strengthening the IT subjects in primary schools and high schools by co-operation and exchange of knowledge.

Based on an assessment of the progress made in realising each of the six strategic targets of the Strategic Framework Contract, the IT University has prepared a statement for 2018. The conclusions of the statement are presented in chapter 'Reporting of the Strategic Framework Contract for 2018'.



# FINANCIAL RESULTS FOR THE YEAR

The financial results for the year are provided in table 1. The table shows a negative result of DKK -2.0 million, which is better than the budgeted deficit of DKK -12.0 million.

The negative result for the year before financial income and expenses of DKK -0.5 million is significantly better than last year's negative result before financial income and expenses of DKK -5.4 million.

**TABLE 1: Financial result of the year (DKK M)**

	Realised 2016	Realised 2017	Realised 2018	Budget 2018	Budget 2019
Income	263.2	276.0	298.9	296.3	334.1
Personnel expenses	160.4	177.7	191.9	199.3	211.4
Ordinary operating costs	96.5	103.7	107.6	109.8	120.0
Profit before financials	6.4	-5.4	-0.5	-12.9	2.8
Financials	2.8	3.3	-1.4	0.9	0.9
Profit/loss for the year	9.2	-2.1	-2.0	-12.0	3.7
Equity at 31 December	78.3	76.2	74.2	64.2	77.9

*Equity at 31 December for budget 2018 and 2019 is adjusted based on the realised result.*

## Income

The difference between the budgeted and the realised income of DKK 296.3 and DKK 298.9 million, respectively, came out at DKK 2.6 million.

Government grants and tuition fees were DKK 3.3 million higher than budgeted primarily due to an increase in income from part-time education. A small increase in the number of student full-time equivalents for full-time education more or less corresponds to the reduction in completion bonus per graduate.

Income from externally funded research came out at DKK 30.0 million as expected, which is

an increase of more than 20 per cent compared to the financial statements for 2017.

Other income, for example from commercial activities and externally funded development projects, was DKK 0.7 million lower than expected.

## Personnel expenses

The difference between the budgeted and the realised personnel expenses of DDK 199.3 million and DDK 191.9 million, respectively, came out at DKK 7.4 million.

Personnel expenses increased by eight per cent compared to 2017 due to an increase in educational activities and externally funded research.

Personnel expenses for the scientific staff was DKK 4.0 million lower than budgeted. While the increase in educational activities succeeds as planned, the recruitment of researchers with a teaching obligation has been delayed, meaning that personnel expenses are DKK 7.9 million lower than budgeted. By contrast, the number of employments funded by externally funded research was DKK 3.9 million higher than budgeted.

Personnel expenses for the technical and administrative staff are as expected. Other personnel expenses have been reduced by DKK 2.2 million, primarily due to an increase in the refund of wages and salaries of DKK 1.5 million.

## Ordinary operating costs

The difference between the budgeted and realised ordinary operating costs of DKK 109.8 million and DKK 107.6 million, respectively, came out at DKK 2.2 million, primarily due to a reduction in property taxes with retroactive effect. This means that the IT University has experienced a reduction in property taxes of DKK 2.0 million in 2018.

## Financials

The financials are effected by a negative return on the securities holding of the IT University in 2018, making 2018 the first year with a negative return since the establishment in 2012.

# ACADEMIC PERFORMANCE FOR THE YEAR

## RESEARCH

Research at the IT University received considerable attention in 2018 among others through appearances in the media and participation in debates, establishment of the “Research Centre for Government IT”. Further, the IT University was again number one among the eight universities in Denmark to make research publications available to the public. It has been positive that researchers who have not previously attracted external research funding, have begun to do so. Below is a short status on research at the IT University in 2018.

### Strengthening the reputation

A number of researchers have received awards and acknowledgements for their research in 2018. The organisation “The International Society for Artificial Life” awarded the prize “Distinguished Young Investigator Award” to Associate Professor Sebastian Risi as an acknowledgement of his many publications on “Artificial Intelligence” and “Artificial Life”. Professor Brit Ross Winthereik was appointed new member of the “Digitale Vismandsråd” under the Danish Academy of Technical Sciences. The “Digitale Vismandsråd” offers advice to decision makers, and its members are active in the public debate when discussing opportunities and challenges of the digital transformation. Associate Professor Kjell Yngve Petersen received the ELFORSK Award, the Energy Industri’s research award, for a project on intelligent lighting that gives energy savings as well as better lighting conditions for consumers.

Associate Professor Marco Carbone won the “Most Influential Paper” award at the world

leading conference on theory of programming languages for his article “Multiparty Asynchronous Session Types” at Symposium on Principles of Programming Languages. Professor Phillippe Bonnet and former PhD Students Matias Björling and Javier Gonzalez were awarded “the Memorable Paper Award” for their article “LightNVM: The Linux Open-Channel SSD Subsystem” at the ninth “Annual Non-Volatile Memories Workshop”. For the next four years, Professor Roman Beck has been appointed head of a working group on standardized use of Blockchain technology under the International Organization for Standardization, ISO.

Brit Ross Winthereik was appointed professor at the IT University in 2018 within the field of “ethnography and science and technology studies”. The IT University has increased the number of staff within the research areas information security and data science.

Many research results have found their way to the news media in 2018. In his new book, “Digital journalistik”, Associate Professor Aske Kammer describes how journalism is undergoing change in the digital age, and also how digital technologies change the practices, the ways of communicating and the business models of journalism. “Berlingske Business” quoted Associate Professor Hanne Westh Nicolajsen on research that the digital development make demands on the organisation and the leadership to find the courage to make innovate decisions and to create an organisation geared towards development. Assistant Professor James Maguire were in numerous influential Danish media quoted on his research results on the

significance of the data centres built on Danish ground by Apple, Facebook and Google.

Researchers of the IT University have often been in the media on topics of IT security. For instance, Associate Professor Søren Debois has criticised the IT security surrounding Denmark’s most widely used medical platform, while Associate Professor Carsten Schürmann has described how 86 Danish municipalities experienced security vulnerabilities. Associate Professor Irina Shklovski has in the media communicated her research on the moral and ethical dilemmas IT professionals face when designing software. “Weekendavisen” quoted Professor and researcher in algorithms, Rasmus Pagh, in an article on the increasing influence of algorithms on our everyday life.

Denmark has an indicator for Open Access publishing of research results. When releasing the indicators in 2018, the IT University was a clear number one among all Danish universities with 98 per cent of its publications registered as Open Access publications. The runner-up Danish university has 58 per cent of its publications registered as Open Access publications.

### External research funding

The IT University received a number of fundings in 2018. Some of the fundings that were realised in 2018, or will be realised in 2019, are described below.

Professor Andrzej Wasowski received a grant totalling DKK 5.9 million from the Independent Research Fund Denmark, the Council for Technology and Production Sciences. With the new research project, INSIGHT, researchers

from the IT University will make it easier for programmers to identify what actually causes errors in Linux-based software.

Associate Professor Steffen Dalsgaard received a grant totalling DKK 5.8 million from the Independent Research Fund Denmark’s Sapere Aude programme to investigate how data technologies can support more climate-friendly behaviour.

Associate Professor Daniel Cermak received a grant of which the IT University’s share totals DKK 4.0 million to participate in the Horizon 2020 project “CHARMING”. The consortium with a total grant of just over DKK 30 million has eight partners and is lead by the Belgium University, KU Leuven. “CHARMING” (the European Training Network for Chemical Engineering Immersive Learning) will develop learning strategies, content and prototypes which can be applied to games and virtual learning in order to motivate, teach and train children, students and employees within chemistry, chemical engineering and chemical operations.

Professor Andrzej Wasowski received one of the most prestigious Experiment grants from the Villum Foundation. These grants are awarded to original and audacious research within technology and sciences. The grant totals DKK 2.0 million for the project “Assessment of Reidentification Risks with Bayesian Probabilistic Programming”. The project will explore the protection of personal data by means of statistical methods in programming.

The IT University has received a grant totalling DKK 11.6 million from the Danish Industry



Foundation, of which the DKK 8.5 million are intended for the IT University. The project focuses on enhancing cyber security levels for Danish SME's through both face-to-face and online education. The project is a co-operation between the IT Department, Learning Support and a research group at the Computer Science Department at the IT University and the company Langkjær Cyber Defence, which is partner in the project.

Associate Professor Carsten Schürmann has received almost DKK 2.0 million for his participation in the project "Cybersecure IoT in Danish Industry", led by the Alexandra Institute. The project has received funding from the Danish Industry Foundation totalling DKK 12.4 million. The project focuses on certifying Danish companies' IoT products.

In 2018, "Forskerforum" graded the IT University as the number one university in Denmark to attract research fundings from the EU research programme Horizon 2020 in the period 2014 to 2017 compared to its size measured in number of research faculty full-time equivalents (FTE).

On a positive note, eight researchers who for the last two years had not attracted a significant amount of external research funding have succeeded in attracting research funding of a certain volume in 2018. This tendency is expected to continue in the years to come for other researchers who have not yet attracted external research funding.

There has been an increase in the consumption of external research funding. In 2017, the consumption of external research funding was DKK 407,000 per senior faculty full-time equivalent (FTE) (associate professors and professors). In 2018, the consumption of external research funding has been DKK 457,000 per senior faculty full-time equivalent. The consumption of external research fundings per senior faculty full-time equivalent (FTE) is expected to increase in the years to come.

#### Contributing valuable research

Inspired by the black ghost knife fish, PhD Frank Veenstra, PhD Student Jonas Jørgensen and Associate Professor Sebastian Risi have developed a soft robot that has taught itself to swim. By means of an evolutionary algorithm, the artificial fish has found a swimming technique resembling that which the knife fish developed through natural evolution. Soft robots made from materials like silicone are predicted to have great potential – not least because they are safer for humans to interact with than traditional metal robots.

Across Europe, IoT developers are calling to end careless data security practices and ethically questionable WiFi-connected products, shows a new analysis by researchers from the EU project VIRT-EU. The result has been published by PhD Student Ester Fritsch, Associate Professor Irina Shklovski, and Associate Professor Rachel Douglas-Jones as part of the research project VIRT-EU ("Values and Ethics in Innovation for Responsible Technology in Europe"), funded by the EU Programme Horizon 2020.

Led by Associate Professor Sebastian Risi, a group of researchers from among others the IT University of Copenhagen has developed an artificial intelligence algorithm that automatically generates new levels in computer games. What is new about this algorithm is that it does not just generate random levels, but allows developers to give levels specific characteristics – for instance, a certain difficulty. The technology opens up for new future possibilities for adapting the difficulty of game levels to individual players.

On average, companies can increase productivity by almost four per cent by implementing Big Data Analytics solutions, shows research led by Associate Professor Oliver Müller in cooperation with researchers from the University of Liechtenstein. Their research is based on data from more than 800 major, international companies. The researchers have analysed data about the implementation of the big data solutions in these 800 companies through one of the world's largest software vendors. Their analysis is one of the first academic studies of the correlation between use of big data solutions and financial results.

In the Orkney Cloud project, Professor Philippe Bonnet and Associate Professor Laura Watts together with colleagues from the University of Edinburgh and the energy company Aquatera Ltd. have investigated how to create local cloud services on the Orkney Islands off Scotland. The project examined both technical and social challenges associated with the idea of decentralized data centers that in the future

might present a better and more sustainable alternative.

The number of bibliometric points, BFI, which are calculated by the Danish Agency for Science and Higher Education at almost one year delay, have increased. For 2017, a total of 248 points were calculated versus 236 the year before, cf. table 2. In 2017, 97 research faculty full-time equivalents were reported to the Statistics of Universities Denmark. This means that the number of bibliometric points in 2017 divided by the number of research faculty full-time equivalents in 2017 totals 2.56 and thereby higher than the forecast of 2.08, which is the target in the Development Contract for 2015-2017. In terms of peer-reviewed publications, there have been an increase from 230 peer-reviewed publications in 2017 to 256 peer-reviewed publications in 2018.

Cooperation projects with the business sector increased from 21 in 2017 to 29 in 2018 while the financial cooperation with the business sector increased from approximately DKK 5.8 million in 2017 to approximately DKK 10.3 million in 2018. One patent application was submitted in 2018, which was also true of 2017. The IT University had no patents issued in 2018.

### Entrepreneurship

The IT University is one of four Danish universities participating in the initiative "Open Entrepreneurship", which is meant to increase innovation in Danish companies by means of research-based knowledge, inventions and patents. The initiative is supported by the Danish Industry Foundation, and the IT University has received approximately DKK 5 million to establish a new innovation unity with the purpose of uniting the university's researchers with Danish industry, thereby increasing innovation in Denmark.

### Strengthen the PhD School

From the second half of 2018, Associate Professor Sisse Finken temporarily took over the leadership of the PhD School from acting Head of the PhD School, Associate Professor Laura Beloff. In 2018, the IT University admitted 13 new PhD students and 13 PhD students graduated. Several of the PhD students have received attention. PhD Student Niels Justesen received an EliteForsk travel grant of DKK 200,000 for his research on self-learning algorithms.

The PhD School has intensified the admission of industrial PhD students and PhD students co-financed by the Danish Business Authority. Five such students were admitted in 2018. The Head of the PhD School has made a considerable effort to develop and optimise the processes and guidelines of the PhD School.

**TABLE 2: Research full-time equivalents, PhD theses and publications**

	2014	2015	2016	2017	2018
Number of admitted PhD students	17	14	18	15	13
Approved PhD theses	12	13	15	11	13
PhD students (full-time equivalents)	38	35	32	39	33
VIP: Assistant professors, associate professors and professors (full-time equivalents)	69	72	76	77	86
Number of publications (peer-reviewed)	290	231	231	230	256
Publication points	261	202	236	248	*

*\*Unfortunately, the figures from the Danish Agency for Science and Higher Education were not available at the completion of the Annual Report.*

## EDUCATION

In 2018, the IT University received 309 first priority applications for the BSc study programme in Software Development where only 140 study places were available. Even with the increase in growth, which has been negotiated with the Ministry of Higher Education and Science for the Finance and Appropriation Act for 2019 (FL 2019), offering more well qualified applicants a study place remains a challenge.

In 2018, the completion time for MSc students decreased compared to previous years. As such, the median of completion time decreased from 2.6 years in 2015 and 2.3 years in 2016 to 2.0 years in 2017 and 1.8 years in 2018, cf. table 3. This significant reduction is primarily due to the Progress Reform.

The Progress Reform also resulted in a decrease in the number of MSc graduates from 470 in 2017 to 380 in 2018. The reform initially resulted in an extraordinarily large number of MSc graduates, but part of the increase was temporary, as some of the graduates had been enrolled for a relatively long time before finally completing their studies. With 380 graduates in 2018, the number of MSc graduates is now at the same level as before the Progress Reform.

The introduction of stricter requirements for the MSc study programmes in Digital Design and Interactive Technologies and Digital Innovation and Management concerning programming and qualitative methods has caused a decrease in the number of applicants for the MSc study programmes. Despite the decrease in number of applicants, it is still less than every other applicant that is admitted to the MSc study programmes.

There has been an increase in the number of paying part-time students from 369 in 2017 to 410 in 2018, and a subsequent increase in the number of full-time student equivalents obtained by part-time students from 75 in 2017 to 94 in 2018.

**TABLE 3: Enrolled students, full-time student equivalents, graduates and completion times**

	2014	2015	2016	2017	2018
Applicants for the MSc study programmes	1,416	1,691	1,881	1,707	1,217
Admitted MSc students	441	412	479	498	517
Enrolled MSc students	1,254	1,133	1,106	1,049	1,088
Graduated MSc students	368	405	414	470	380
Completion time, MSc students (years)	2,6	2,6	2,3	2,0	1,8
Applicants for the bachelor study programmes	1,089	999	1,165	1,715	1,787
Admitted bachelor students	239	215	273	333	341
Enrolled bachelor students	661	652	682	762	861
Graduated bachelor students	139	162	169	169	156
Completion time, bachelor students (years)	2,8	2,8	2,8	2,8	2,8
Number of full-time student equivalents	1,244	1,271	1,361	1,357	1,445
Admitted master's/diploma students	146	121	69	52	40
Enrolled master's/diploma students	815	689	567	493	431
Number of full-time student equivalents obtained by part-time students	111	105	96	75	94

*Note: Full-time student equivalents are calculated at 31 August. Students and graduates are calculated at 30 September. The completion time, which is 1.8 years for MSc students, is calculated as the median of the number of commenced study months for graduates who complete their MSc degree in the period 1 October to 30 September. The same method is used for bachelor students.*

## OUTLOOK FOR THE COMING YEAR

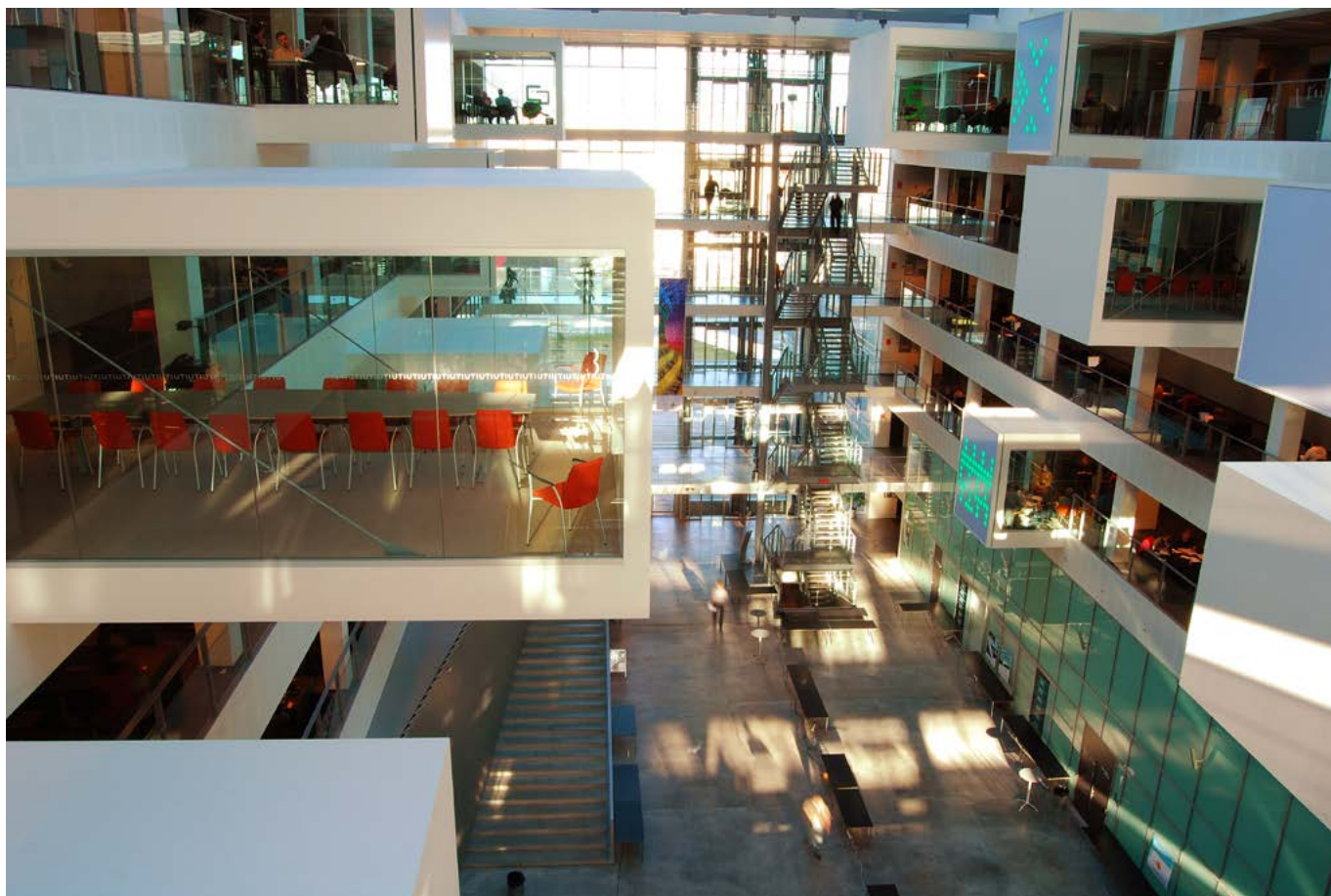
Due to the political agreement on additional base grants, the IT University is planning to increase the number of study places on the BSc study programme in Data Science and the MSc study programmes in Computer Science and Software Design.

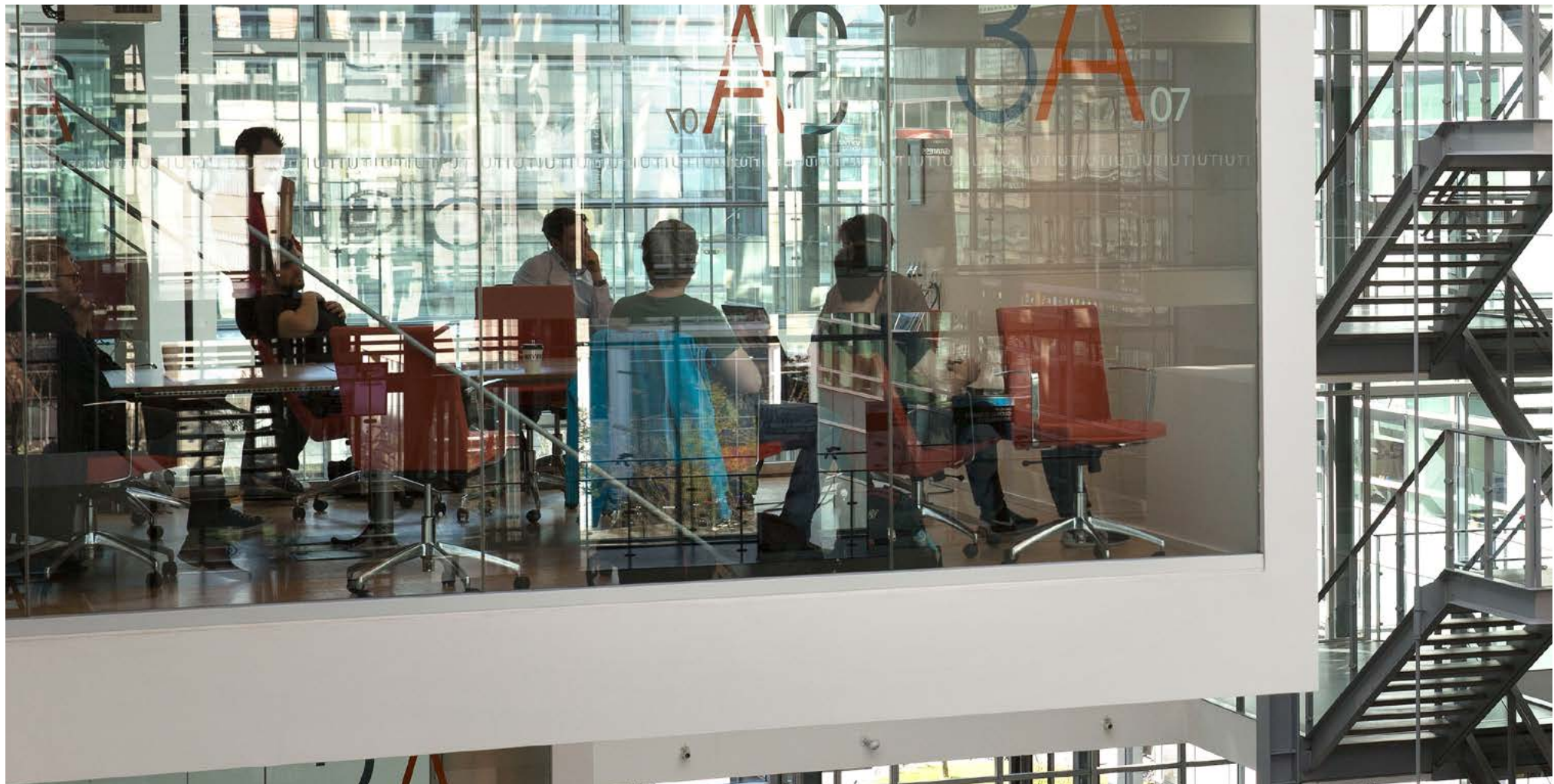
In order to accommodate this growth, the IT University will have to increase the rented area during 2019.

Regarding the study programmes, the IT University wishes to implement a MSc study programme in Data Science from 2020. Furthermore, the IT University wishes to increase the number of admitted applicants to the BSc study programmes in Software Development and Global Business Informatics and the MSc study programme in Digital Innovation and Management where there are many qualified applicants and very low unemployment rates. Whether this will be possible depends on political negotiations in 2019.

In 2019, work will continue to be carried out for more researchers from the IT University to be heading externally funded research projects.

The budget for 2019 shows a surplus of DKK 3.7 million with a related equity forecast as at 31 December 2019 of DKK 77.9 million, cf. table 1. The Board of Directors has approved a budget which includes expenses for new, rented premises.





# FINANCIAL STATEMENTS



# APPLIED ACCOUNTING POLICIES

## Basis of accounting

The annual report for the IT University has been prepared in accordance with Executive Order no. 1272 of 12 November 2018 on Grants and Auditing, etc., of Universities.

The applied accounting policies are consistent with those of previous year.

## Recognition and measurement

Assets are recognised in the balance sheet when it is probable that future economic benefits will flow to the university and the value of the asset can be reliably measured.

Liabilities are recognised in the balance sheet when an outflow of economic benefits is probable and when the liability can be reliably measured.

On initial recognition, assets and liabilities are measured at cost. Subsequently, assets and liabilities are measured as described below for each individual item.

In recognising and measuring assets and liabilities, probable economic benefits and liabilities occurring prior to the presentation of the annual report that evidence conditions existing at the balance sheet date are taken into account.

## Foreign currency translation

Receivables, payables and other items denominated in foreign currencies that have not been settled at the balance sheet date are translated using the exchange rate at the balance sheet date.

## Corporation tax and deferred tax

The IT University is not liable to pay tax.



## INCOME STATEMENT

### ITEMS OF INCOME

#### General matters

The income of the IT University includes government grants for basic research, grants per student and operating income from the ordinary government appropriation. In addition, the university receives donations and grants, income from cooperation agreements, student fees from part-time programmes and income from other commercial activities.

#### Government grants

The IT University is entitled to government grants, and the grants to the university are disclosed in the Finance and Appropriation Act. Grants are recognised as income in the period to which they relate.

Grants per student are paid on account on a monthly basis based on the anticipated number of full-time equivalents. Every year in October, the actual production of full-time equivalents is calculated, and the on account payments are adjusted.

The IT University's completion bonus is reduced, if the IT University does not achieve the target concerning study time reductions, cf. the political agreement on the reform of The Danish students' Grants and Loans Scheme and the framework for completion time from April 2013.

#### External grants and donations

Grants and commitments, including income from cooperation agreements subject to conditions of use by the grantor, are recognised as income as the costs are paid.

Grants that are not subject to conditions are recognised as income at the time of receipt.

#### Financial income and costs

Financial income and costs comprises return in the form of interest and dividend from investments in shares, bonds and investment fund shares as well as value adjustments of securities recognized at the quoted price of the individual securities at the balance sheet date.

#### Tuition fees for part-time programmes, other commercial activities and rental income

The income is recognised in the period to which it relates.

### COSTS

Costs include external costs incurred for the activities of the year. Costs comprise staff costs, consumables, services, insurance premiums, maintenance costs and other operating costs of running the university.

## BALANCE SHEET

### Intangible assets

Software is capitalised when it is vital to the task handling of the university, and when its size and useful life are significant.

Only costs related to the development process and which result in a real increase in value are capitalised. Costs incurred during the initial phase and the phases of operation are recognised as expense.

Software is measured at cost less accumulated amortisation. Amortisation is provided on a straight-line basis over the expected useful lives of the assets from the date when the assets are available for use. The expected useful life is five years.

### Property, plant and equipment

IT and AV equipment, machinery, tools and equipment as well as leasehold improvements are measured at cost less accumulated depreciation.

Cost comprises the purchase price and any costs directly attributable to the acquisition as well as costs for preparing the assets for use.

Depreciation is provided on a straight-line basis over the expected useful lives of the assets. The expected useful lives are as follows:

IT and AV equipment .....	3 years
Machinery, IT systems, tools and equipment .....	5 years
Leasehold improvements .....	10 years

Assets with a cost of less than DKK 100,000 per item are expensed in the year of acquisition. For this purpose, the IT University does not aggregate assets.

### INVESTMENTS

#### Investments in subsidiaries

Entities in which the university holds the majority of the votes or in some other way exercises control are considered subsidiaries. Investments in subsidiaries are recognised at acquisition at cost. Investments whose size does not exceed the limits in the Danish Financial Statements Act for medium-sized companies are subsequently measured at cost. Investments, which exceed the limit for medium-sized enterprises, are subsequently measured at intrinsic value. The university has no investments which exceeds the stated limit, therefore investments are measured at cost.

#### Impairment write-downs

The carrying amount of intangible assets, property, plant and equipment and financial assets is subject to an annual test for indications of impairment. Impairment losses are recognised in the income statement.

#### Securities

Securities comprise investments in bonds, shares and investment fund shares that are recognized in accordance with the quoted price of the individual securities at the balance sheet date, including accrued interest.

### Collections and works of art

The IT University has received works of art from various donors. In accordance with the accounting rules of the Government, these works of art are not recognised at a value.

### Receivables

Receivables are measured in the balance sheet at nominal value less write-down for bad debt losses. Write-down for bad debt losses is based on an individual assessment of receivables.

### Externally funded activities in progress

On an ongoing basis, the IT University enters into agreements with businesses, public institutions and private organisations on research activities. The activities funded by the grantor are set out in the agreements. To the extent that the IT University incurs costs for activities that are funded under the agreements, but for which the grants have not yet been paid, the grants to which the IT University has obtained a right are recognised as receivables from externally funded activities in progress.

Grants received, covering costs that have not yet been paid, are recognised as prepaid restricted grants.

The IT University charges a fee to cover overhead costs related to grant activities. The fee is recognised as income as the grants are used.

Provision for bad debt losses is made on the basis of an individual assessment of the individual

externally funded activities in progress and as a general provision for unforeseen losses. The provision is set off against receivables from externally funded activities.

### Prepayments and deferred income

Prepayments comprise costs incurred concerning subsequent financial years. Prepaid costs relate to rent, insurance premiums, subscriptions and prepaid wages and salaries, etc. Deferred income comprises payments received concerning income in subsequent years.

### Liabilities

Liabilities other than provisions are measured at amortised cost, which is in all material respects equivalent to the nominal value.

### Provisions

Provisions are recognised when, as a result of past events, the university has a legal or a constructive obligation and it is probable that there may be an outflow of resources embodying economic benefits to settle the obligation.

### Contractual obligations and contingent liabilities

Contractual obligations and contingent liabilities include liabilities related to leases and pending litigation against the university that the university will most likely not have to settle.



## CASH FLOW STATEMENT

The cash flow statement shows the university's cash flows from operating, investing and financing activities for the year, the year's changes in cash and cash equivalents as well as the university's cash and cash equivalents at the beginning and end of the year. The cash flow statement cannot be derived solely from the published accounting records.

### Cash flows from operating activities

Cash flows from operating activities are calculated as the surplus for the year adjusted for non-cash items, such as depreciation, amortisation and impairment losses, as well as changes in working capital, interest received and interest paid. Working capital comprises current assets, excl. cash and cash equivalents less current liabilities other than provisions.

### Cash flows from investing activities

Cash flows from investing activities comprise cash flows from acquisitions and disposals of intangible assets, property, plant and equipment and investments.

### Cash flow from financing activities

Cash flows from financing activities comprise cashflow from raising and repayment of longterm debt and securities.

## STAFF ACCOUNTING

The IT University recognizes all categories of staff in the staff account in accordance with Universities Denmark's definition manual. Remuneration paid staff (external examiners, guest lecturers) are not included in the staff accounting.

## SEGMENT INFORMATION

Presentation of income, staff costs and operating costs follow the public sector chart of accounts.

## FINANCIAL HIGHLIGHTS

Financial highlights are prepared in accordance with section 23(2) of Executive Order on Grants and Auditing. The IT University uses the definition manual for the statistics of Universities Denmark.

Costs based on purposes follow "Vejledning om hovedområde- og formålsfordeling af universiteternes omkostninger" (Guidelines on classification by main area and purpose of the costs of the universities) issued by the Ministry of Higher Education and Science in December 2012. An effort is made to ensure that as many of the university's costs as possible are attributed directly to professional purposes, i.e. education, research as well as communication and exchange of knowledge. Costs which cannot be attributed to these categories are classified by means of sharing keys.

# INCOME STATEMENT 1 JANUARY – 31 DECEMBER

Note		2018 DKK'000	2017 DKK'000
1	Government Grants	250,783	235,498
2	Tuition fee	8,249	8,074
3	External research funding	29,948	24,258
	Other income	9,921	8,198
	<b>Total income</b>	<b>298,902</b>	<b>276,029</b>
4	Staff costs	191,892	177,654
8	Depreciation, amortisation and impairment losses	1,457	2,048
5	Other ordinary operating costs	106,102	101,679
	<b>Total ordinary operating costs</b>	<b>299,451</b>	<b>281,381</b>
	<b>PROFIT/LOSS FROM ORDINARY ACTIVITIES</b>	<b>-549</b>	<b>-5,352</b>
6	Financial income	3,373	3,321
7	Financial expenses	4,804	36
	<b>Total financial income and expenses</b>	<b>-1,432</b>	<b>3,285</b>
	<b>PROFIT/LOSS FOR THE YEAR</b>	<b>-1,981</b>	<b>-2,066</b>
<b>DISTRIBUTION OF PROFIT</b>			
		2018 DKK'000	2017 DKK'000
	Predisposed to retained earnings	-1,981	-2,066
	<b>Total distribution of profit</b>	<b>-1,981</b>	<b>-2,066</b>

# BALANCE SHEET AT 31 DECEMBER

## ASSETS AT 31 DECEMBER

Note	2018 DKK'000	2017 DKK'000
Software	1,482	2,355
<b>9 Total intangible assets</b>	<b>1,482</b>	<b>2,355</b>
Leasehold improvements	130	161
IT equipment	63	258
Fixtures and fittings, tools and equipment	0	7
<b>9 Total property, plant and equipment</b>	<b>194</b>	<b>426</b>
Investments in subsidiary	5,000	5,000
<b>10 Total investments</b>	<b>5,000</b>	<b>5,000</b>
<b>TOTAL NON-CURRENT ASSETS</b>	<b>6,676</b>	<b>7,781</b>
Trade receivables	4,474	4,745
Receivables from externally funded activities	4,845	6,446
Other receivables	3,504	4,449
Prepayment	2,662	2,026
<b>Total receivables</b>	<b>15,485</b>	<b>17,666</b>
Securities portfolio	110,666	112,256
Cash and cash equivalents	44,654	35,010
<b>Total cash</b>	<b>155,320</b>	<b>147,266</b>
<b>TOTAL CURRENT ASSETS</b>	<b>170,805</b>	<b>164,933</b>
<b>TOTAL ASSETS</b>	<b>177,481</b>	<b>172,713</b>

## EQUITY AND LIABILITIES AT 31 DECEMBER

Note	2018 DKK'000	2017 DKK'000
Equity at 1 January	76,221	78,287
Retained surplus	-1,981	-2,066
<b>11 Total equity and liabilities</b>	<b>74,240</b>	<b>76,221</b>
Provision for re-establishment	2,881	2,852
<b>Total Provisions</b>	<b>2,881</b>	<b>2,852</b>
Trade payables	11,225	10,015
Holiday allowance	25,624	22,996
<b>12 Other payables</b>	<b>10,005</b>	<b>10,297</b>
Prepaid restricted contributions	17,743	16,361
Prepaid government grants	33,768	33,350
Other prepayments	1,995	622
<b>Total short-term</b>	<b>100,360</b>	<b>93,641</b>
<b>TOTAL EQUITY AND LIABILITIES</b>	<b>177,481</b>	<b>172,713</b>
<b>13</b>	Mortgages and collateral	
<b>14</b>	Contractual obligations	
<b>15</b>	Contingent liabilities	
<b>16</b>	Staff accounts	
<b>17</b>	Segment information	
<b>18</b>	Commercial activities	
<b>19</b>	Related parties	
<b>20</b>	Additional factors	

# CASH FLOW STATEMENT 1 JANUARY TO 31 DECEMBER

Note		2018 DKK'000	2017 DKK'000
	<b>Profit/loss for the year</b>	<b>-1,981</b>	<b>-2,066</b>
8	Depreciation, amortisation and impairment losses	1,457	2,048
	Profit and loss by sale of fixed assets	9	112
	Changes in provisions	29	34
	<b>Reversal of items with no cash flow effect</b>	<b>1,495</b>	<b>2,194</b>
	Change in receivables	2,181	-2,481
	Change in current liabilities	6,719	-12,625
	<b>Change in working capital</b>	<b>8,901</b>	<b>-15,106</b>
	<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>	<b>8,415</b>	<b>-14,978</b>
9	Purchase and sale of intangible assets and property, plant and equipment	-362	-276
	Purchase and sale of financial fixed assets	0	0
	<b>Cash flows from investing activities</b>	<b>-362</b>	<b>-276</b>
	Purchase and sale of securities	1,590	-3,137
	<b>Cash flow from financing activities</b>	<b>1,590</b>	<b>-3,137</b>
	<b>CHANGES IN CASH AND CASH EQUIVALENTS</b>	<b>9,644</b>	<b>-18,391</b>
	Cash and cash equivalents at 1 January	35,010	53,401
	<b>CASH AND CASH EQUIVALENTS AT 31 DECEMBER</b>	<b>44,654</b>	<b>35,010</b>

# NOTES TO THE FINANCIAL STATEMENTS

## 1. GOVERNMENT GRANTS

	2018 DKK'000	2017 DKK'000
Full-time education	131,401	124,018
Part-time education	3,139	2,648
Exchange students	461	277
Efficiency improvements	-3,120	-3,038
Free university places and scholarships	2,140	2,395
Completion bonus	14,139	15,694
Research	101,650	93,470
Other purposes	974	35
<b>Total government grants</b>	<b>250,783</b>	<b>235,498</b>

## 2. TUITION FEES

	2018 DKK'000	2017 DKK'000
Participants in part-time education	7,001	7,282
Other Tuition fees	1,248	792
<b>Tuition fees in total</b>	<b>8,249</b>	<b>8,074</b>

## 3. EXTERNAL RESEARCH FUNDING

	2018 DKK'000	2017 DKK'000
Danish public research funding	6,934	7,601
Danish private research funds	9,845	5,668
EU research funds	12,660	10,989
Other foreign research funds	510	0
<b>Total external research funding</b>	<b>29,948</b>	<b>24,258</b>

## 4. STAFF COSTS

	2018 DKK'000	2017 DKK'000
Wages and salaries	193,747	178,723
Refound of wages and salaries	-3,636	-2,716
Other staff costs	1,781	1,646
<b>Total staff costs</b>	<b>191,892</b>	<b>177,654</b>

## 5. OTHER ORDINARY OPERATING COSTS

	2018 DKK'000	2017 DKK'000
Rent	37,952	36,807
Other ordinary operating costs	68,149	64,872
<b>Total ordinary operating costs</b>	<b>106,102</b>	<b>101,679</b>

## 6. FINANCIAL INCOME

	2018 DKK'000	2017 DKK'000
Return on securities portfolio, profit	3,318	3,321
Other financial income	55	0
<b>Total financial income</b>	<b>3,373</b>	<b>3,321</b>

## 7. FINANCIAL EXPENSES

	2018 DKK'000	2017 DKK'000
Return on securities portfolio, loss	4,781	0
Other financial expenses	23	36
<b>Total financial expenses</b>	<b>4,804</b>	<b>36</b>

## 8. DEPRECIATION AND WRITE-DOWNS

	2018 DKK'000	2017 DKK'000
Depreciation and write-downs	1,457	2,048
<b>Total depreciation and write-downs</b>	<b>1,457</b>	<b>2,048</b>

## 9. FIXED ASSET NOTE

	Software	Leasehold improvements	IT equipment	Fixtures and fittings, tools and equipment	Total
	DKK'000	DKK'000	DKK'000	DKK'000	DKK'000
Purchase price at January 1	7,477	430	6,112	613	14,631
Additions during the year	362	0	0	0	362
Disposals during the year	-315	0	-576	0	-891
<b>Purchase price at December 31</b>	<b>7,523</b>	<b>430</b>	<b>5,536</b>	<b>613</b>	<b>14,101</b>
Accumulated depreciations/amortisation and write-down at 1 January	5,122	269	5,854	606	11,850
Depreciation/amortisation and write-downs for the year	1,226	30	195	7	1,457
Reserved depreciation/amortisation for the year	-306	0	-576	0	-882
<b>Accumulated depreciations/amortisation and write-down at 31 December</b>	<b>6,041</b>	<b>299</b>	<b>5,473</b>	<b>613</b>	<b>12,425</b>
<b>Purchase price at 31 December</b>	<b>1,482</b>	<b>130</b>	<b>63</b>	<b>0</b>	<b>1,676</b>

## 10. FINANCIAL FIXED ASSETS

	2018 DKK'000	2017 DKK'000
Equity investments in ITU Business Development A/S	5,000	5,000
<b>Total equity investments in subsidiary</b>	<b>5,000</b>	<b>5,000</b>

## 11. STATEMENT OF CHANGES IN EQUITY

	2018 DKK'000	2017 DKK'000
Accumulated retained earnings at the beginning of the year	76,221	78,287
Retained earnings for the year	-1,981	-2,066
<b>Total equity and liabilities</b>	<b>74,240</b>	<b>76,221</b>

## 12. OTHER PAYABLES

	2018 DKK'000	2017 DKK'000
Performance pay	1,158	1,037
Fixed-term employment	772	1,319
Wages and salaries payable	5,114	4,863
Auditors	110	132
Print payable, students	32	28
VAT payable	256	245
Deposits	952	956
Other payables	1,612	1,717
<b>Total other payables</b>	<b>10,005</b>	<b>10,297</b>

## 13. MORTGAGES AND COLLATERAL

The IT University has not provided any mortgages or collateral.

## 14. CONTRACTUAL OBLIGATIONS

In May 2015, the IT University concluded a rent agreement with the Danish Building and Property Agency. Section 60(1) of the Danish Business Lease Act applies to the lessee's conditions. As a main rule, the lease can only be terminated in its entirety. The period of notice is six months for removal on the first day of a month.

## 15. CONTINGENT LIABILITIES

For 21 co-funded PhD students of a total of 50 PhD students ultimo 2018, the IT University guarantees payment of the students' salaries for the 3-year or 4-year period in which their employment contracts are non-terminable by the university. The liability may become relevant if the payroll costs are not covered by companies or institutions with which education agreements have been concluded.

The IT University employs one public servant, which means that the university is under obligation to provide redundancy payment for 36 months in case of dismissal. The redundancy payment cannot exceed DKK 2,423 thousand.

The IT University is comprised by the government self-insurance principle and has taken out liability insurance for members of the Board of Directors.

## 16. STAFF ACCOUNTS

Number of employees	2018	2017	2016	2015
Number of employees 1 January	831	797	743	700
Accessions	612	533	512	472
Resignations	728	499	458	429
<b>Number of employees 31 December</b>	<b>715</b>	<b>831</b>	<b>797</b>	<b>743</b>

Note: The relatively large number of resignations in 2018 is due to a number of hourly-paid employees (censors, intro supervisors and student assistants) who have "been resigned" because they were not active anymore.

Full-time equivalents	2018	2017	2016	2015
Scientific staff	160	150	135	135
Part-time scientific staff	40	43	43	44
Other full-time equivalents	151	140	137	131
<b>FTEs in total</b>	<b>351</b>	<b>333</b>	<b>315</b>	<b>310</b>

## 17. SEGMENT INFORMATION

	2018 DKK'000	2017 DKK'000
<b>Ordinary activities</b>		
Income	263,278	245,655
Staff costs	-169,445	-160,883
Operating costs	-96,514	-92,053
<b>Profit/loss for the year before financial income and expenses</b>	<b>-2,681</b>	<b>-7,282</b>
<b>Commercial activities</b>		
Income	8,372	6,311
Staff costs	-3,386	-1,255
Operating costs	-2,856	-3,125
<b>Profit/loss for the year before financial income and expenses</b>	<b>2,131</b>	<b>1,930</b>
<b>Externally funded research activities</b>		
Income	27,252	24,063
Staff costs	-19,062	-15,323
Operating costs	-8,190	-8,740
<b>Profit/loss for the year before financial income and expenses</b>	<b>0</b>	<b>0</b>
<b>Profit/loss for the year before financial income and expenses</b>	<b>-549</b>	<b>-5,352</b>



## 18. COMMERCIAL ACTIVITIES

The IT University's commercial activities comprise letting of premises, events, parking etc.

The table shows the profit/loss for the year and the accumulated profit/loss for a 4-year period where the accumulated profit/loss must not be negative under the rules of the Ministry of Finance for commercial activities.

	2018	2017	2016	2015
	DKK'000	DKK'000	DKK'000	DKK'000
Income	8,372	6,311	6,101	5,503
Direct and indirect costs	6,241	4,380	4,840	4,026
<b>Profit/loss for the year</b>	<b>2,131</b>	<b>1,930</b>	<b>1,261</b>	<b>1,477</b>
<b>Accumulated retained earnings at 31 December</b>	<b>16,141</b>	<b>14,009</b>	<b>12,079</b>	<b>10,819</b>

In accounting for the accumulated profit / loss on commercial activities, the institution must build on 2007 as the first earning year, so that there in recent years accumulated result is summed over four years of results. The accumulated result for 2015 must correspondingly include the accumulated result for the period 2007-2015.

## 19. RELATED PARTIES

Related parties	Transactions
<b>Ministry of Higher Education and Science (UFM)</b>	Government grants from UFM amounts to DKK 250,489 thousand in 2018 and DKK 235,095 thousand in 2017.
<b>Danish Ministry of Education (UVM)</b>	Government grants from UVM amounts to DKK 293 thousand in 2018 and DKK 404 thousand in 2017.
<b>Board of Directors</b>	Remuneration to the Board of Directors amounts to DKK 381 thousand in 2018 and DKK 369 thousand in 2017.
<b>Executive Management</b>	Remuneration to the Executive Management amounts to DKK 4,918 thousand in 2018 and DKK 3,611 thousand in 2017. The most significant increase in remuneration to the Executive Management can be attributed to the payment of a fixed-term employment bonus and remaining holidays of DKK 1.2 million to Mads Tofte in connection with his resignation as Vice Chancellor. The remaining holidays and fixed-term employment bonus are laid down in the contract, approved by the Danish Ministry of Finance and the fixed-term employment bonus has been earned over a 9-year period since 2010.
<b>Student organisation at the IT University (ITU Student Council)</b>	Contribution paid to ITU Student Council amounts to DKK 583 thousand in 2018 and DKK 500 thousand in 2017.
<b>ITU Business Development A/S (ITU BD)</b>	<p>The IT University has contributed capital of DKK 5,000 thousand to ITU BD in 2014 and owns 100 per cent of the company. The share capital amounts to DKK 1,000 thousand.</p> <p>Profit for the year in ITU BD is DKK -306 thousand and equity at 31 December 2018 amounts to DKK 3,583 thousand.</p> <p>ITU BD has provided services for the IT-University of Copenhagen and taken over obligations regarding patents of DKK 1,788 thousand in 2018 and DKK 1,233 thousand in 2017.</p> <p>ITU BD has from 2015 rented office space at the IT University of DKK 258 thousand in 2018 and DKK 185 thousand in 2017.</p>
<b>Folketingets Finansudvalg (FFU, Danish Parliament's Finance Committee)</b>	The IT University does not have any construction projects, which require approval from the FFU.

## 20. ADDITIONAL FACTORS

Other matters which the IT University must disclose in accordance with:

- Executive Order No. 1272 of 12 November 2018 on Grants and Auditing etc. of Universities.
- Letter from Danish Agency for Institutions and Educational Grants of 20 November 2018 on the annual report for 2018.
- Letter from the Danish Agency for Institutions and Educational Grants of 12 December 2018 on Guidance on reporting the Strategic Framework Contracts in the first status statement to the Ministry and annual report 2018.
- Letter from Danish Agency for Institutions and Educational Grants of 1 December 2015 on implementation of new government grants rules for research infrastructure.

The IT University is not responsible for carrying out the secretariat function for scholarships and the like.

The IT University has established and owns a company, ITU Business Development A/S, to promote the flow of knowledge and technology between research institutions and the business community in accordance with section 4 (1) of the Danish Act No. 580 of 1 June 2014 on the Commercial Activities and Co-operation with Foundations of Public Research Institutions (law of technology transfer).

The IT University has not contributed funds to foundations whose main purpose is to establish dwellings close to universities in accordance with section 10(2) of the Danish Act on the Commercial Activities and Co-operation with Foundations of Public Research Institutions (law of technology transfer).

The IT University has no costs for administration of foundations and associations, including commercial foundations and associations.

The IT University does not offer study programmes abroad.

The IT University does not participate in Erasmus Mundus programmes.

The IT University complies with the EU rules on government grants for research infrastructure.

## KEY FINANCIAL FIGURES AND RATIOS

Income (DKK'000)	2018	2017
Education	159,528	153,106
Research	101,650	93,470
External funds*	39,110	31,027
Research-based government consultancy	0	0
Other grants	-2,146	-3,003
Other income	-672	4,715
<b>Total</b>	<b>297,470</b>	<b>279,314</b>

\* External funds relate to subsidy-funded research activities, other subsidy-funded activities and commercial income covered activities.

Costs (DKK'000)	2018	2017
Education	148,445	141,141
Research	113,631	107,285
Dissemination and knowledge sharing	17,125	13,560
Government consultancy services	0	0
General management, administration and service	14,078	13,260
<b>Total</b>	<b>293,279</b>	<b>275,246</b>

Staff (full-time equivalents)	2018	2017
Scientific staff	159.7	150.0
Part-time scientific staff	39.9	43.0
Other full-time equivalents	151.5	140.3
<b>Total</b>	<b>351.0</b>	<b>333.3</b>

Balance sheet (DKK'000)	2018	2017
Equity	74,240	76,221
Balance sheet total	177,481	172,713

Economic key figures (per cent)	2018	2017
Profit margin	-0.7	-0.7
Liquidity ration	228.5	233.5
Finance degree*	0.0	0.0

\* The IT University has no long term debt

Building	2018	2017
Building m2 in total - net	23,352	23,352

Bachelor and MSc students for the period 1 October - 30 September	2018	2017
Number of admitted bachelor students	341	333
Number of admitted MSc students	517	498
Number of students enrolled at 30 September	1,949	1,811
Number of full-time equivalents (including guest students)	1,445	1,357

Graduated bachelor and MSc students for the period 1 October - 30 September	2018	2017
Number of graduated bachelor students	156	169
Number of graduated MSc students	380	470

Free university places and scholarship	2018	2017
Number of students enrolled in free university places at 30 September	11	12
Number of full-time equivalents in free university places (scheme 3)	12	11
Total amount paid as scholarships (DKK'000)	1,030	1,335
Number of students who have received scholarships	19	17

Part time students in the period 1 October - 30 September	2018	2017
Number of admitted diploma and master's students	40	52
Number of fee-paying part-time students	410	369
Number of full-time students equivalents obtained by part-time students	94	75
Number of graduated diploma and master's students	74	79

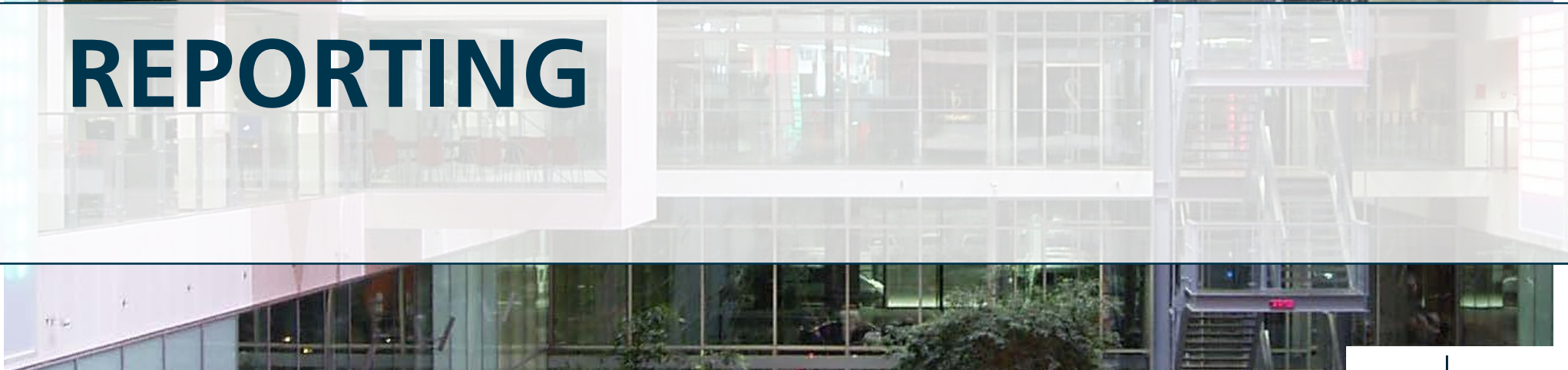
Internationalisation for the period 1 September - 31 August	2018	2017
Number of exchange students outbound (including exchange grants)	71	46
Number of exchange students, in bound	38	28
Number of foreign students at 30 September	318	299

Research education	2018	2017
Number of PhD students enrolled at 31 December	50	52
Number of PhD students admitted during the year	13	15
Number of approved PhD theses for the year	13	11

Results for research and communication	2018	2017
Number of research publications	256	230
Number of patent applications	1	1
Number of patents issued	0	1
Number of inventions for which application for registration has been filed	0	4
Number of projects with enterprises	29	21
Number of external projects	87	71
Economic co-operation with business community (DKK'000)	10,322	5,788



# REPORTING



# THE STRATEGIC FRAMEWORK CONTRACT FOR 2018

The Strategic Framework Contract is valid for 2018-2021, and already in the first year of the contract period, the IT University has had clear progress in most of the six strategic targets:

1. Increasing the capacity of research-based education of technical IT professionals
2. Increasing the number of female technical IT professionals
3. Achieving a high learning outcome for all students
4. All graduates should achieve good career opportunities
5. Strengthening IT research within areas that reflects societal needs
6. Strengthening the IT subjects in primary schools and high schools by co-operation and exchange of knowledge.

Five of the targets have been progressing, while for one target there has been no progress, cf. the table below.

	Progress	No progress
Strategic target 1	<b>X</b>	
Strategic target 2	<b>X</b>	
Strategic target 3	<b>X</b>	
Strategic target 4		<b>X</b>
Strategic target 5	<b>X</b>	
Strategic target 6	<b>X</b>	

The progress is found both within the educational targets and within research.

For the strategic target 2, where the IT University did not reach the target of admitting the desired number of women, only four women were missing to meet the target. In 2019, the IT University will put extra focus on supportive activities in order to regain progress in the target.

Related to the strategic target 4, where the graduates' assessments of the relevance of the study programmes have decreased minimally, for several of the study programmes, updates have been carried out that have been implemented in 2018. In 2019, the supportive activities will, among other things, focus on maintaining the close dialogue with the employers' panels and carry out continuous quality development of the study programmes according to the quality policy.

## STRATEGIC TARGET 1

Strategic target 1. Increasing the capacity of research-based education of technical IT professionals. The IT University will, if the government grants in the future provides the opportunity herefore, increase the capacity of research-based education of technical IT specialists to meet the demand and support Denmark's digital growth.

The foundation for increasing the capacity of research-based education of technical IT specialists was established during 2018 in connection with the preparation of the Finance and Appropriation Act, which led to increased base grants in the years to come. These base grants will be used to create several research-based study places on the BSc study programme in Data Science and on the MSc study programmes in Software Design and Computer Science, as well as to maintain the number of students admitted on other study programmes.

2018 was planned to be a transitional year, where the IT University was admitting virtually the same number of students as the year before. In order to maintain focus on the admission of technical IT specialists during the

transition year, targets were set for admission in 2018 on the BSc study programmes in Software Development and Data Science. The targets of admitting at least 140 students on the BSc study programme in Software Development and at least 50 students on the BSc study programme in Data Science have both been achieved.

As a supportive activity, a significant communication effort was carried out in 2018, which has contributed to the admission of 149 students on the BSc study programme in Software Development and 64 students on the BSc study programme in Data Science. As a result, there has been an increase in the number of students admitted relative to the 2017 indicators, which were 147 and 56, respectively.

In addition, as supportive activity, nine researchers in these technical IT areas have been hired, which is considered to be important for the retainment of students and thus leading to a smaller drop-out rate. For the BSc study programme in Software Development, there has been a smaller drop-out in 2018 than the 2017 baseline on the drop-out indicator on the target.

As all indicators have improved and since all targets have been met in 2018, it is the IT University's assessment that clear progress has been made with respect to this strategic target.



## STRATEGIC TARGET 2

Strategic target 2. Increasing the number of female technical IT professionals to enhance the quality of society's digitalisation. The IT University will increase the proportion of female students and by becoming even better at retaining female students on the study programmes.

There has been both a greater progress and a smaller decline within the target. The great progress is achieved with regard to the drop-out among female students at the BSc study programme in Software Development, where the drop-out rate after the first year of study is halved from a baseline of 24 per cent in 2017 to 13 per cent in 2018. The target in 2018 of a maximum of 20 per cent drop-out were hereby more than achieved.

The smaller decline within the strategic target is found on the proportion of female students admitted to the BSc study programme in

Software Development, which was 20 per cent in 2018 compared to a baseline of 22 per cent in 2017 and a target of 34 admitted female students corresponding to a share of 24 per cent of all admitted students.

Overall, the small decrease in the number of female admitted in 2018 is well compensated by the significantly reduced drop-out rate among female students at the BSc study programme in Software Development. The overall assessment is therefore that there has been a slight improvement in 2018 on this strategic target compared to 2017.

For the IT University's four BSc study programmes, there has been an overall increase in the number of female admitted. In 2018, 114 female students were admitted on the BSc study programmes, corresponding to 33 per cent of all admitted students on the BSc study programmes in 2018. The year before, 100 female students were admitted, corresponding to 30 per cent of all admitted students on the BSc study programmes in 2017.

## STRATEGIC TARGET 3

Strategic target 3. Achieving a high learning outcome for all students. The IT University will strengthen the research coverage of certain study programmes and maintain a high degree of quality, seen with the students' eyes.

The IT University has progressed within this target, which has been especially achieved by a marked increase in research coverage, including a significant increase in the average VIP / DVIP ratio from a baseline of 3.5 in 2016 to 5.5 in 2018. In addition, all study programmes are well above the target of 2.4, with the exception of the BSc study programme in Software Development, which, however, with a ratio of 1.9 is close to the target. A solution has been prepared to deal with the problem with the VIP / DVIP ratio on the BSc study programme in Software Development. With these initiatives, the ratio for 2019 will be above 2.4 as required,

and work is underway on hiring scientific personnel to further strengthen the ratio in the coming years. Similarly, supportive activities have also meant that the planned increase in the research coverage of the BSc study programme in Global Business Informatics and the Master's programme in IT Management has been completed in 2018.

In the recently completed national evaluation of educations, "UddannelsesZOOM" (Education ZOOM), the students rates the quality of the study programmes to 4.4 on a scale from 1 to 5 (where 5 is the maximum), which is even higher than the indicator's

already high 2016 baseline of 4.1 in the previous Education Zoom in 2016. The students continue to assess the learning outcome at the same high level in 2018 as the indicator's 2016 baseline of 4.1.

As supportive activities, the IT University has followed up on students' evaluations and strengthened the laboratory-based teaching. Progress in laboratory-based teaching has been achieved by increasing laboratory capacity, upgrading with teaching assistants and setting up a Lab Council led by the Head of Studies.

## STRATEGIC TARGET 4

Strategic target 4. All graduates should achieve good career opportunities. The IT University will reduce the unemployment among graduates on those MSc study programmes that don't already have low unemployment. This will be done through revision of the study programmes in close dialogue with the employers.

Overall, there has been no progress on the strategic target 4. The IT University considers it very positive that the average unemployment of the graduates in 2018 is still below the national average for unemployment, and that the employers are satisfied with the relevance of the study programmes. Although still high in 2018, it is less positive that the graduates' assessment of whether their study programmes have equipped them for their jobs on this point has declined a little compared to 2016.

Thus, the graduates' unemployment in 2018 was unchanged at 11.2 per cent compared to the indicator's 2017 baseline, but still lower than the national average for unemployment of 11.6 per cent, which is the target in 2018.

The graduates' assessment of whether their study programmes have prepared them for their jobs were 3.7 in 2018, and it has thus declined in relation to the indicator's 2016 baseline of 3.9, just as the target of 4.0 has not been achieved in 2018.

With regard to relevance seen with employers eyes, the labor market tickets of each study programme have been submitted and approved by the IT University's programme-specific employer's panels in 2018. In 2018, the IT University's dense dialogue with the employers under the auspices of the employer's panels has been an important supportive activity that has contributed to achieving both the target and the indicator in this area.

In 2018, the important supportive activities have further been to implement strengthening revisions of several of the IT University's study programmes, which happened from autumn 2018.

## STRATEGIC TARGET 5

Strategic target 5. Strengthening IT research within areas that reflects societal needs. The IT University intends to educate and recruit more researchers in the field of Digitalisation and, if the prerequisite for strategic target 1 is met also in the field of Information Security and Data Science.

The IT University has made progress within this target in 2018, as the research environments within Digitisation, Information Security and Data Science have all been strengthened.

The IT University has strengthened the research environments in the field of Digitisation, by establishing the “Research Centre for Government IT” in collaboration with the Danish Agency for Digitisation. For public managers the center will, among others, offer research-based short courses which can help them to fulfill their role in Digitisation projects in the public sector. In 2018, a draft has been prepared for the teaching of steering committee members for public IT projects. As a significant supportive activity in 2018, there was great focus on the establishment of the center.

The IT University has also strengthened the research environments in Information Security. The IT University has in 2018 employed two assistant professors in Information Security and thus fulfilled the target of hiring at least two scientific staff at the level of assistant professor or higher in the field of Information Security during 2018. At the same time, in 2018, there is an increase of two FTEs compared to baseline of three FTEs in 2017.

Finally, the IT University has strengthened the research environments within Data Science. The IT University has in 2018 employed an associate professor and two assistant professors and thus fulfilled the target of

hiring at least two scientific staff at the assistant professor level or higher in the field of Data Science during 2018. At the same time, in 2018, there is an increase of two FTEs (research faculty full-time equivalents) compared to baseline of three FTEs in 2017.

A number of supportive activities have been launched in relation to optimizing the recruitment process for scientific staff. Among others, the HR department has been strengthened with a dedicated contact person and caseworker who has deep knowledge of the Department of Computer Science's targets and processes. At the same time, the application process has been accelerated.

## STRATEGIC TARGET 6

Strategic target 6. Strengthening the IT subjects in primary schools and high schools by co-operation and exchange of knowledge. During the term of the contract, the IT University will teach high school teachers and provide academic input for strengthening IT subjects in primary schools and in high schools.

The IT University has made progress within this target in 2018.

The IT University, in collaboration with It-vest, has trained 42 high school teachers. Thus, the IT University has fulfilled the target for 2018, that the IT University probably in co-operation with other universities will educate at least 30 high school teachers who are going to teach the subject informatics.

It-vest offers the further education course, where one teacher is from the IT University, while the other is from It-vest. It-vest has conducted the course evaluation, where 57 per cent has assessed the overall benefit of the course as large or very large.



# APPENDIXES



# APPENDIX 1

## MANAGEMENT STRUCTURE OF THE IT UNIVERSITY 31 DECEMBER

The IT University is governed by a Board of Directors and an Executive Management.

### The Board of Directors

The Board of Directors of the IT University includes a chairman, a deputy chairman and seven members. The chairman, deputy chairman and three members are external members, one member is elected by and among the scientific staff at the IT University, one member is elected by and among the technical/administrative staff at the IT University, and two members are elected by and among the students at the IT University.

The Board of Directors is the highest authority of the IT University. The Board of Directors protects the interests of the IT University in its role as an educational and research institution and establishes guidelines of its organisation, long-term activities and development.

Board meetings are public. However, cases which fall within the statutory provisions on secrecy in public administration, all cases related to persons and cases which include information on contract negotiations with private parties or similar negotiations with public partners are handled in confidence.

### Vice Chancellor

The Vice Chancellor answers to the Board of Directors on all matters and is responsible for the day-to-day management of the IT University within the framework stipulated by the Board of Directors. This right of management includes all staff employed by the IT University.

The Vice Chancellor must ensure that the IT University acts in accordance with the legislation and regulations in force from time to time and is obliged to carry out all other actions, which are required in order to ensure that the IT University is managed in a good and proper manner.

### Provost

The Provost supplements the Vice Chancellor in all types of tasks carried out by the Vice Chancellor.

### University Director

The University Director is responsible for ensuring that the entire administration supports research and education to the widest possible extent. The University Director is accountable to the Vice Chancellor for the observance of the legislation in force in the administrative area and for ensuring cohesion between the administrative processes across the administrative departments.

The University Director is in charge of all large inter-disciplinary projects of the administrative departments and represents the administration in relation to the external world.

### Executive Management

The Executive Management includes the Vice Chancellor, the Prorector and the University Director. The Executive Management is responsible for the preparation of the strategies of the IT University and the preparation and negotiation of the Development Contract with Ministry of Higher Education and Science.

The Executive Management is responsible for ensuring that the development of the IT University is supported optimally within the financial framework provided by the Board of Directors. The work of the Executive Management results in cohesion between research, education and administration.

In its day-to-day work, the Executive Management works on the promotion of the three core values of the IT University: Trend setting, responsibility and openness, throughout the organisation.

### Academic Council

The Vice Chancellor appoints an Academic Council. The Academic Council includes a chairman and four members and chooses its own chairman among the members of the council. Two members are elected by and among the scientific staff at the IT University, and two members are elected by and among the students at the IT University.

The Academic Council answers to the Vice Chancellor in the areas of central strategic research and education and plans the exchange of know-how, awards the degrees PhD and doctorate and may issue statements on all academic matters of material importance to the activities, etc., of the IT University.

### Study Committee

The Vice Chancellor appoints one or more study committees, including members in identical numbers of scientific staff (VIP) and students. Each study committee appoints a chairman among its VIP members and a deputy chairman among its student members. The chairman and the deputy chairman are approved by the Vice Chancellor.

The study committee carries out planning, implementation and development of courses and tuition, including quality assurance and quality development of courses and tuition, preparation of draft curricula and amendments to these and approval of plans for preparation of courses and tests, etc.

### PhD Council

The Vice Chancellor appoints a PhD Council, including members in identical numbers of science staff (VIP) and students. The chairman and the deputy chairman are appointed by the Vice Chancellor on recommendation of the PhD Committee.

The PhD Council approves PhD courses, issues statements on the evaluation of the PhD programme, and provides guidelines to the Head of the PhD Programme and approves applications for merit and exemption, etc.

### Heads of Department

The Heads of Department are appointed and dismissed by the Vice Chancellor. The Head of each Department is responsible for the day-to-day management of the department, including the planning and allocation of tasks. The Head of Department may request staff to carry out specific tasks. When scientific staff is not occupied with such tasks, they carry out independent research within the strategic framework of the IT University.

A Head of Department ensures quality and cohesion in research and education and must include the Study Committee and the Head of studies in its evaluation of education and tuition.

### Head of Studies

The Head of Studies is appointed and dismissed by the Vice Chancellor on recommendation of the Study Committee. The Head of Studies is in charge of the practical preparation of tuition and tests and other evaluations which constitute part of the examination in cooperation with the study committee.

### Cooperation and Safety Committees

The safety and cooperation organisation of the IT University consists of a Main Co-operation and Safety Board (H-SiSu) and two sub-committees: the Administrative Co-operation and Safety Board (A-SiSu), which covers the administrative section, and the Research Co-operation and Safety Board (F-SiSu), which covers the department, plus two safety groups in each sub-committee.

In general, subjects related to members of staff are handled by H-SiSu, including policies, strategies, workplace assessments (APV), staff satisfaction evaluations (MTU) and drafts for staff development meetings (MUS). Subjects relevant to administration or research only are handled by A-SiSu and F-SiSu, respectively. As a rule, subjects relating to health and safety at work are handled by A-SiSu and F-SiSu.

Close cooperation between the "SiSu"s are presupposed. Discussion of topics may be delegated by H-SiSu to A-SiSu or F-SiSu, respectively, and topics which have been discussed in A-SiSu and F-SiSu may be handled by H-SiSu if this is considered necessary.



# APPENDIX 2

## MEMBERS OF THE EMPLOYERS' PANELS OF THE IT UNIVERSITY

### EXECUTIVE-LEVEL EMPLOYERS' PANEL:

**Carsten Gomard (chairman)**

Chairman of the Board, Netcompany

**Per Kogut**

President and Chief Executive Officer (CEO), NNIT

**Kaare Danielsen**

CEO and owner, Jobindex

**Jan Peter Larsen**

Chief Development Officer, BEC

**Jan Sirich**

CEO and Founder, TheNext

**Adam Lebech**

Deputy Director-General,  
Danish Agency for Digitalisation

**Birgitte Hass**

CEO, IT-Branchen

**Pernille Geneser**

former CIO, Bestseller

**Lars Green Lauridsen**

Senior Vice President, COWI

**Henrik T. Krøyer**

Development Director, Danske Bank Group IT

**Charlotte Mark**

Managing Director, Microsoft Development  
Center Copenhagen

**Mette Fjord Sørensen**

Head of Research, Higher Education and  
Diversity, Confederation of Danish Industry.

### BACHELOR IN SOFTWARE DEVELOPMENT (SWU)/ BACHELOR IN DATA SCIENCE (DS)/ CAND.IT., SOFTWARE DESIGN (SD) AND CAND.SCIENT. COMPUTER SCIENCE (CS):

**Karsten Staneke Pedersen (chairman)**

Director, KSP Consulting

**Casper Hovard**

Senior Engagement Manager, KSP Nordic

**Lars Nørgaard**

Executive Vice President (EVP) for Professional  
Services, Omada A/S

**Michael Nielsen**

Self-employed

**Jesper Hollisch Poulsen**

Development Manager, Rational Tools &  
Engineering Processes, Danske Bank

**Niels Hallenberg**

Vice President, Technical Foundation, SimCorp

**Jacob Strange**

CEO & Partner, Nine A/S

**Morten Zohnesen**

Managing Architect, Netcompany

**Christian Bjerre Nielsen**

Chief Product Officer, uQualio ApS

**Thomas Hartmann**

Head of Enterprise Architecture, ATP

**Henrik Hasselbalch**

Execute Partner & Country Manager, IBM

**Bodil Biering**

Head of Development, Blackwood Seven

**Kaare Brandt Petersen**

Management Consulting, Implement  
Consulting Group

**Søren Ilsoe**

Director, Insight Strategy, Analytics &  
Information Management, Deloitte

**Mikkel Muhldorff Sigurd**

Optimization Manager, Maersk Line

**Mille Østerlund**

Head of Civil Advice, CFCS – Center for  
Cybersecurity

**BACHELOR IN DIGITAL DESIGN AND INTERACTIVE TECHNOLOGIES (DDIT)/ CAND.IT., DIGITAL DESIGN AND INTERACTIVE TECHNOLOGIES (DDIT):**

**Laust Jørgensen (chairman)**  
COO, Peytz & Co

**Louise Sofie Kehler**  
Head of Team, Digitalisation and IT, and Head of Digitalisation, Administrative Ressource Centre, The Child and Youth Administration, Municipality of Copenhagen

**Brian Groth**  
Head of TV2 Graphics

**Nanna Engberg**  
Senior Consultant, Think! Digital

**Andreas Petterson**  
Partner, eCapacity

**Louise Wiktoria Klinker**  
Head of Strategy & UX, 1508

**Carsten Ingerslev**  
Head of Devison, Danish Business Authority

**Kristoffer Åberg**  
Founder and Chief Designer Officer, Fictional Technologies

**Britt Riefbjerg**  
Head of Digital Trading & Advisory, Nordea

**Lene Alice Bate**  
Manager, VELUX digitale project team, VELUX

**Christian Sejersen**  
CTO, LEO Innovation Lab

**Thomas Bove**  
UX Strategist, Volvo Car Corporation

**CAND.IT., GAMES:**

**Gry Bauer (chairman)**  
Digital Business Developer, SKAT

**Karsten Lund**  
Creative Director, LEGO Digital Games

**Aksel Køie**  
Founder and CEO, Step in Books

**Thomas Howalt**  
Teacher, Dadiu

**Na'Tosha Bard**  
Technical Director, Unity Technologies

**Dajana Dimovska**  
Co CEO & Bizdev, NapNok Games

**Sandra Mondahl**  
Recruiter, Massive Entertainment

**Marina Surdu**  
Talent Acquisition Specialist, IO Interactive

**BACHELOR IN GLOBAL BUSINESS INFORMATIC (GBI)/ CAND.IT., DIGITAL INNOVATION AND MANAGEMENT (DIM):**

**Kirsten Nielsen (chairman)**  
Talent Pipeline Management-Programme Manager, Nordea Markets, Nordea

**Jari Friis Jørgensen**  
Owner, Symmetric

**Tanja Danner**  
Digital Advisor, STAYRELEVANT-IT

**Simon Kiilerich Vedel**  
Digital Product Manager, A. P. Møller-Mærsk

**Steffen Rasmussen**  
Department Manager, FDC

**Martin Eberhard**  
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**Lars R. Andersen**  
Vice President, NNIT

**Pernille Sefort**  
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# APPENDIX 3

## THE IT UNIVERSITY'S PROCUREMENTS

The IT University has a central procurement function, the IT University's Procurement, which is organised in the Department of Facilities Management with reference to the University Director. The procurement function is managed by the Head of Procurement operating in accordance with current legislation and the IT University's Procurement Policy. The Head of Procurement has received the relevant training and education in current principles for public procurement.

The IT University has formulated a Procurement Policy that aims at ensuring compliance with current directives, legislation ect., and the best and cheapest procurement in various procurement situations. The Procurement Policy is described and published at the IT University's Intranet and is available to the organisation in cases of decentralised procurements so that these can also be based on current rules and policies.

As described in the Procurement Policy, the IT University's Procurement must be used for counselling, guidance and assistance in terms of procurement of goods or services on behalf of the IT University. The Procurement Policy also describes the distribution of roles and responsibilities in terms of decentralised procurements. Procurement is often based on the framework agreements from SKI, or the procurement agreements from the Agency for Modernisation. The IT University's Procurement cooperates with a partner in all tendering processes. This partner uses Merccell.com to handle all tendering. Tenders are journalised upon completion.

The Procurement Policy ensures that procurement that are not subject to agreements covered by the state are also exposed to competition by complying with the rules of the Danish Public Procurement Act. The IT University's Procurement also conducts these kinds of procurement and enters into contracts where tendering is not an obligation. Follow-up and control of concluded contracts are based on the conditions of the contracts in question.

All procurement made on behalf of the IT University are subject to an approval procedure including employees responsible for the unit budget. Following the annual auditing, the institutional auditor goes through the business procedures, including procurements, of the IT University.

Each quarter, the management of the IT University follows up on whether the financial consumption in each department equals the expected consumption. In case of deviations, and adding of more funds are needed, the department in question must submit an explanation to the management for approval. Furthermore, Executive Management has decided to launch a capacity upgrade of the procurement area in 2019 due to the expansion during the past years, and the prognosis for increased expansion. This means that in 2019 there will be a 50 per cent increase in personnel resources to the procurement area. It is the assessment of the management that, in general, the various rules are followed and the organisation as a whole observes the economy. This is evident from the follow-up on the quarterly financial statements and the annual reports.

# APPENDIX 4

## THE DATA PROTECTION OFFICER'S STATUS OVER 2018

The focus in 2018 (since the date of application of the General Data Protection Regulation (GDPR)), 25 May, 2018) has primarily been on the elaboration, testing, corrections and implementation of the central tools for the Data Protection Officer's (DPO's) work at the IT University, including work description, template for reporting to management, action and summary plan, contingency plan, emergency preparedness in the DPO's absence, assessment schedule by incident as well as recommendations and assistance in connection with the GDPR project group's preparation of SOPs, guidelines, templates, policies, and teaching materials.

In addition, there have been 14 registered incidents, an insight request, approximately 80 registered internal inquiries, teaching broadly in the organisation and audits in six out of the eight administrative departments.

In line with the above developments, the level of knowledge of the data protection right and the observance of the requirements herein at the IT University have been regularly raised in 2018, so that one works closer to an appropriate level of personal data protection in accordance with the success criteria for the area.