

September 14, 2023

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**Agenda for the IT University Extraordinary Board Meeting on Thursday, September 21, 2023, at 14:00 – 17:00, in room 3A20/28, IT University of Copenhagen, Rued Langgaards Vej 7, 2300 Copenhagen S**

**Public items:**

1. **Approval of the Minutes from the Previous Meeting (decision)**
2. **News from ITU (briefing)**
3. **The Political Candidate reform (briefing)**  
**Enclosure 1:** Kommisorium for Kandidatudvalg (in Danish only)
4. **Half-year Accounts and Prediction for the Result of 2023 (briefing)**  
**Enclosure 2:** Accounts of the ITU as per June 30, 2023
5. **Fulfilment of Strategic Contract Targets 2023 (discussion) Enclosure 3:** Follow-up on Focal Strategic Targets 2023
6. **Framework Budget 2024 – 2027 (decision)**  
**Enclosure 4:** Framework Budget 2024 – 2027  
**Enclosure 4 Appendix:**
7. **Student Intake, Autumn 2023 (briefing)**  
**Enclosure 5:** ITU Student Admission 2023

8. **Rules of Procedure Review (decision)**  
**Enclosure 6a:** ITU's Forretningsorden (in Danish)  
**Enclosure 6b:** ITU's Rules of Procedure (in English)
9. **The Board's Self-evaluation 2023 (decision)**  
**Enclosure 7:** ITU Board Self-evaluation Questionnaire
10. **Questions Regarding Mail-delivered Briefings (briefing)**
11. **Any Other Business**
12. **The Board's 15 Minutes**

## **The Executive Management's comments on the agenda**

### **Public items:**

#### **Item 1: Approval of the Minutes from the Previous Meeting (decision)**

No comments to the minutes from the meeting on March 29, 2023, have been received.

#### **Recommendation:**

*The Executive Management recommends that the minutes be approved.*

#### **Item 2: News from ITU (briefing)**

- New Academic year
- Current Status on SIS (former Kopernicus)

At the meeting, Executive Management will give a briefing on what is happening at the ITU.

#### **Item 3: The Political Candidate reform (briefing)**

**Enclosure 1:** Kommisorium for Kandidatudvalg (in Danish only)

#### **Item 4: Half-year Accounts and Prediction for the Result of 2023 (briefing)**

**Enclosure 2:** Accounts of the ITU as per June 30, 2023

We refer to the enclosure.

#### **Item 5: Fulfilment of Strategic Contract Targets 2023 (discussion)**

**Enclosure 3:** Follow-up on Focal Strategic Targets 2023

We refer to the enclosure.

**Item 6: Framework Budget 2024 – 2027 (decision)**

**Enclosure 4:** Framework Budget 2024 – 2027

**Enclosure 4 Appendix:**

We refer to the enclosure.

**Recommendation:**

*Executive Management recommends that the Framework Budget 2024 – 2027 be approved.*

**Item 7: Student Intake, Autumn 2023 (briefing)**

**Enclosure 5:** ITU Student Admission 2023

We refer to the enclosure.

**Item 8: Rules of Procedure Review (decision)**

**Enclosure 6a:** ITU´s Forretningsorden (in Danish)

**Enclosure 6b:** ITU´s Rules of Procedure (in English)

The Rules of Procedure are reviewed yearly by the board to ensure that they are always adjusted to the demands of the university, cf. ITU´s Rules of Procedure, § 13, Subsection 2. No need of necessary adjustments has been found this year.

**Recommendation:**

*Executive Management recommends that the Rules of Procedure, approved and signed on September 20, 2018, are kept unchanged.*

**Item 9: The Board´s Self-evaluation 2023 (decision)**

**Enclosure 7:** ITU Board Self-evaluation Questionnaire

According to the Rules of Procedure, the Board must do a yearly evaluation of its work, an evaluation of the Executive Management and of the cooperation between the Board and the Executive Management of the IT University of Copenhagen.

**Recommendation:**

*Based on the Self-evaluation Questionnaire, the following procedure is recommended:*

- 1) *Each member of the Board receives a questionnaire by the end of September 2023. The Questionnaire is filled in and returned by e-mail to the Chairman of the Board, e-mail: [carg@itu.dk](mailto:carg@itu.dk) (with cc to [lepr@itu.dk](mailto:lepr@itu.dk)) **on Thursday, October 5, 2023, at the latest.***
- 2) *With the filled in questionnaire as starting point, the Chairman of the Board has a potential talk with the members of the Board – separately, if necessary. These talks will be scheduled by agreement with the parties in question.*

3) *As an item on the agenda at the board meeting on November 23, 2023, the Chairman of the Board will present observations from the filled in questionnaires and the potential talks with the Board Members and lead a discussion of any identified problems. The item will be confidential and can take place without the presence of the Executive Management.*

**Item 10: Questions Regarding Mail-delivered Briefings (briefing)**

- 2023-06-29: Interview with Per
- 2023-06-28: Supplement Information on Political Agreement
- 2023-06-28: Information on Political Agreement
- 2023-06-19: New External ITU Board Members Advertising
- 2023-05-22: Information: Accounts of the ITU, as per March 31, 2023
- 2023-08-30: Information regarding appointment of the ITU Board Members

**Item 11: Any Other Business**

After the maximum eight years, Lars Mathiesen and David Basin are leaving the board by the end of September.

**Item 12: The Board´s 15 Minutes**

For board members only.

Yours sincerely,

Lene Dahl Prahm  
Head of Management Secretariat

## Kommissorium

# Kandidatudvalget

### Indledning

Regeringen har sammen med SF, Danmarksdemokraterne, Liberal Alliance og Det Konservative Folkeparti indgået forlig om rammerne for en reform af universitetsuddannelserne i Danmark. Centralt i forligsaftalen er, at de studerende fremover skal have mulighed for at vælge mellem flere forskellige veje til en kandidatgrad. Udviklingen af de nye uddannelsesveje skal ske samtidig med, at kvaliteten på kandidatuddannelserne løftes, og der udvikles nye fleksible efter- og videreuddannelsesmuligheder, så flere kan uddanne sig i løbet af arbejdslivet. Med reformen skal der også være blik for, at universiteterne spiller en vigtig rolle i samfundet, både i forhold til at sikre dannelse, forskning og viden på højeste niveau, der overleveres fra generation til generation og i forhold til at sikre, at samfundet har den højt kvalificerede arbejdskraft, der er behov for.

Det er vigtigt for forligspartierne, at den konkrete udvikling og implementering af de nye kandidatuddannelser sker med tæt involvering af dem, der er tættest på uddannelserne. Inddragelse og medejerskab fra særligt universiteter og studerende er afgørende for, at reformen bliver en succes. På samme måde er tæt involvering af andre relevante aktører vigtig for at understøtte, at de nye kandidatuddannelser får en stærk kobling til arbejdsmarkedet.

På den baggrund er forligskredsen enige om at nedsætte et kandidatudvalg, der får til opgave at udforme det konkrete kandidatuddannelseslandskab.

Udvalget sammensættes med repræsentanter fra universiteterne, de studerende samt Uddannelses- og Forskningsministeriet. I sammenhæng med udvalget etableres et udvalg for de kunstneriske uddannelser, hvori disse institutioner er repræsenteret.

I tilknytning til kandidatudvalget nedsættes endvidere et referencepanel, hvor repræsentanter fra det private erhvervsliv, de offentlige arbejdsgivere, faglige organisationer samt professionshøjskoler og erhvervsakademier kan bidrage med input til kandidatudvalgets arbejde.

### Kandidatudvalgets opgave

Kandidatudvalgets opgaver falder inden for seks spor:

1. Nyt kandidatlandskab.
2. Kvalitetsløft af kandidatuddannelserne.

3. Administration og undervisningstilrettelæggelse.
4. Videreuddannelse og livslang læring.
5. Mulighed for forskerspor for dimittender fra kandidatuddannelser på 75 ECTS.
6. Sektordimensionering.

1. Nyt kandidatlandskab, herunder en ny fleksibel erhvervs kandidatordning og erhvervsrettede kandidatuddannelser med virksomhedsforløb

Forligspartierne er enige om, at der, ud over kandidatuddannelser på 120-180 ECTS, fremover skal udbydes nye typer af kandidatuddannelser på 75 ECTS samt nye og fleksible erhvervs kandidatuddannelser (75 til 120 ECTS). Ambitionen er, at 10 pct. af de kandidatstuderende skal optages på kandidatuddannelser på 75 ECTS, mens 20 pct. skal optages på nye erhvervs kandidatuddannelser.

Partierne er enige om en trinvis indfasning, hvor den politiske ambition er, at der:

- I 2028 skal optages 10 pct. på en kandidatuddannelse på 75 ECTS og 10 pct. på en erhvervs kandidatuddannelse.
- I 2030 skal optages yderligere 5 pct. på en erhvervs kandidatuddannelse.
- I 2032 skal optages yderligere 5 pct. på en erhvervs kandidatuddannelse.

I det nye kandidatlandskab vil der således fra hhv. 2028, 2030 og 2032 og frem kunne optages studerende på en ordinær kandidatuddannelse på 2 studieår eller mere på maksimalt 80 pct. (2028), 75 pct. (2030) og 70 pct. (2032) af uddannelsespladserne. Forligspartierne er desuden enige om at drøfte en samlet erfaringsopsamling i forhold til det nye kandidatlandskab forud for anden og tredje del af den trinvis implementering i 2030 og 2032. Kandidatudvalget skal i sin afrapportering tage højde for den trinvis implementering. Udvalget forventes således i sin samlede omlægningsplan at forholde sig til, hvordan den trinvis implementering i praksis kan ske, herunder i relation til hovedområder, uddannelsesområder og institutioner.

Kandidatudvalget skal på den baggrund udforme det nye kandidatlandskab, herunder forholde sig til på hvilke uddannelsesområder, der skal udvikles og udbydes uddannelser som henholdsvis:

- Kandidatuddannelser på 75 ECTS.
- Fleksible erhvervs kandidatuddannelser.
- Kandidatuddannelser på 2 studieår eller mere (120-180 ECTS).

Kandidatudvalget skal – med input fra kandidatpartnerskabet – desuden komme med oplæg til en ny erhvervsrettet kandidatuddannelse med virksomhedsforløb som alternativ til – eller som en fleksibel variant af – den nye fleksible erhvervskandidatuddannelse.

Kandidatudvalget skal præsentere en samlet plan for bachelor- og kandidatuddannelserne på tværs af universiteterne. Planen forventes at indeholde et samlet sektorperspektiv samt overordnede institutionsplaner under hensyntagen til de studerendes retskrav og det forhold, at de studerendes søgemønstre i det kommende kandidatlandskab endnu ikke er kendte.

Kandidatpartnerskabet skal bidrage til at identificere inden for hvilke faglige og geografiske områder, der er størst behov for flere engelsksprogede uddannelsespladser. Dette bør ske i tæt dialog med erhvervslivet, så det sikres, at oprettelsen af engelsksprogede studiepladser sker inden for områder med høj efterspørgsel, og hvor der er gode muligheder for at fastholde internationale studerende i arbejde efterfølgende i lokalområdet såvel som nationalt.

Kandidatudvalget kan desuden komme med input til inden for hvilke områder, der skal være flere engelsksprogede ordinære studiepladser. Flere internationale universitetsstuderende skal desuden bidrage til at understøtte et bredt udbud af uddannelser i hele landet, herunder ikke mindst uden for de største byer, hvilket i høj grad også skal komme det lokale erhvervsliv til gode.

#### *Uddybende om kandidatudvalgets oplæg til et nyt kandidatlandskab*

Kandidatudvalget forventes i sit arbejde at tage højde for, at de nye kandidatuddannelser på 75 ECTS, de nye erhvervskandidatuddannelser og de nye erhvervsrettede kandidatuddannelser med virksomhedsforløb skal udbydes på de områder, hvor det er mest hensigtsmæssigt.

Udvalget skal ligeledes tage højde for, at der på områder med behov for højt specialiseret arbejdskraft fortsat udbydes kandidatuddannelser på 2 studieår eller mere. Det kan være fagområder, der i høj grad uddanner til jobfunktioner, hvor de studerende skal arbejde i højt specialiserede job eller forske. Kandidatudvalget skal ligeledes tage højde for, at nogle uddannelser skal leve op til specifikke faglige forudsætninger for, at dimittenderne kan udøve specifikke erhverv – eksempelvis autorisationsuddannelser og uddannelser, der er en forudsætning for at kunne varetage bestemte lovregulerede erhverv.

Udvalgets arbejde forventes at indebære, at alle hovedområder omfattes af omlægning til enten kandidatuddannelser på 75 ECTS, erhvervskandidater eller erhvervsrettede kandidatuddannelser med virksomhedsforløb, dog i et varierende omfang. Konkret lægges der op til, at kandidatudvalget ta-

ger udgangspunkt i, at der skal omlægges ca. 35 pct. af pladserne på humaniora, ca. 40 pct. på samfundsvidenskab, ca. 30 pct. på naturvidenskab, ca. 10 pct. på sundhedsvidenskab og ca. 15 pct. på teknik. Forligspartierne lægger dog samtidig op til, at kandidatudvalget på baggrund af en konkret faglig vurdering kan komme med anbefalinger til en omlægning inden for hovedområderne, der afviger fra det skitserede udgangspunkt, forudsat at dette er foreneligt med de overordnede politiske ambitioner og den samlede omlægningsprocent på 30 pct.

De skitserede omlægningsprocenter tager udgangspunkt i forskellige hensyn. Der er bl.a. forskel på, hvor stort potentialet er for kandidatuddannelser på 75 ECTS, erhvervskandidater og erhvervsrettede kandidatuddannelser med virksomhedsforløb samt, hvor stor en andel af uddannelsespladserne, der forventes undtaget fra omlægning inden for det enkelte hovedområde.

Inden for humaniora og samfundsvidenskab vurderes potentiale for både kandidatuddannelser på 75 ECTS, erhvervskandidater og erhvervsrettede kandidatuddannelser med virksomhedsforløb. Det er ligeledes på disse områder, at den mindste andel opnår en autorisationsgivende uddannelse eller efterfølgende tager en ph.d.-uddannelse.

Inden for naturvidenskab vurderes særligt potentiale for at omlægge pladser til erhvervskandidatuddannelser og erhvervsrettede kandidatuddannelser med virksomhedsforløb, men også kandidatuddannelser på 75 ECTS inden for uddannelser med potentiale for en større arbejdsmarkedskobling.

Inden for teknik vurderes der – bl.a. henset til, at civilingeniør udgør ca. 90 pct. af uddannelsespladserne samt, at der i forvejen findes velfungerende kortere uddannelsesforløb i form af diplomingeniøruddannelsen – først og fremmest at være et stort potentiale for erhvervskandidater og erhvervsrettede kandidatuddannelser med virksomhedsforløb. Forligspartierne lægger på den baggrund afgørende vægt på, at omlægningen inden for ingeniørområdet sker til erhvervskandidater og erhvervsrettede kandidatuddannelser med virksomhedsforløb, idet det ikke er hensigten, at der skal oprettes en ny 75 ECTS-kandidat på ingeniørområdet.

Inden for sundhedsvidenskab er der en høj andel autorisationsgivende uddannelser samt uddannelser, hvor de studerende efterfølgende typisk går forskervejen. Det vurderes på den baggrund hensigtsmæssigt at bevare en høj andel uddannelsespladser på 2 studieår eller mere (120-180 ECTS).

Udvalget skal specifikt forholde sig til hvilke særlige hensyn, der skal gøres gældende for de uddannelser, som uddanner lærere til de gymnasiale uddannelser samt, hvordan disse uddannelser fremover kan tilrettelægges på en mere fleksibel måde. Udvalget kan i den sammenhæng belyse fordele



og ulemper ved helt eller delvist at undtage uddannelser, der uddanner lærere til de gymnasiale uddannelser (eller en andel af uddannelsespladserne på de uddannelser svarende det antal, der bliver lærere på de gymnasiale uddannelser), ligesom udvalget kan belyse modeller for nye veje til at blive gymnasielærere, som ikke forudsætter en kandidatuddannelse på 2 studieår.

Udvalget forventes derudover at forholde sig til sammenhængen til eksisterende uddannelser på professionsbachelorniveau. Der findes eksempelvis allerede forskellige uddannelseslængder for ingeniørområdet, ligesom der kan være andre professionsbacheloruddannelser og universitetsbacheloruddannelser med en mængde fællestræk. Udvalget forventes at tage udgangspunkt i, at der fortsat skal være adgang til relevante kandidatuddannelser for professionsbachelorere.

I sit oplæg skal udvalget herudover særligt overveje hensynet til eksempelvis små fagområder og de tilknyttede forskningsmiljøer. Samtidig forventes udvalget at tage hensyn til, at der fremover er en fornuftig arbejdsdeling mellem universiteternes udbud af forskellige kandidatuddannelser på tværs af landet, herunder at de enkelte universiteters faglige styrkepositioner understøttes, at der sikres en høj faglig kvalitet på alle uddannelser samt, at der fortsat er gode muligheder for at tage en kandidatuddannelse i alle dele af Danmark, herunder uden for de største byer.

Kandidatudvalget skal desuden vurdere, hvordan det bedst sikres, at det nye kandidatlandskab bliver gennemskueligt og ikke skaber en u hensigtsmæssig konkurrence blandt de studerende om optagelse til kandidatuddannelserne.

Kandidatudvalget skal derfor basere sit oplæg på, at omlægningen af kandidatuddannelser i udgangspunktet skal ske, så hele uddannelser samt beslægtede uddannelser omlægges til kandidatuddannelser på 75 ECTS. Det kan gøre kandidatlandskabet mere gennemskueligt og reducere presset for de studerende, da alle inden for samme område får adgang til den samme kandidatuddannelse. Det må desuden forventes at være mindre administrativt tungt for universiteterne.

Kandidatudvalget skal samtidig vurdere, om en række store uddannelser/uddannelsesområder med fordel kan omlægges til både kandidatuddannelser på 75 ECTS og 120 ECTS, hvis der kan sandsynliggøres en efterspørgsel fra arbejdsmarkedet herpå. Det kan eksempelvis være uddannelser, der i dag uddanner til et relativt bredt arbejdsmarked, hvor to parallelle uddannelser giver mulighed for en tydeligere toning/fagretning.

Kandidatudvalget forventes i denne sammenhæng at gøre sig overvejelser om de studerendes retskrav, og hvordan optagelsen i en sådan model kan

ske, så der ikke opstår en uhensigtsmæssig konkurrence mellem de studerende. Kandidatudvalget forventes i tilknytning hertil at overveje, om de studerendes valg af samlet uddannelsesretning i en sådan model med fordel kan ske allerede ved søgningen til bacheloruddannelsen – eksempelvis ved, at to uddannelser med forskellig specialiseringsprofil/længde har hvert sit sammenhængende uddannelsesspor (både BA og KA), forskellig kandidat-titel og særskilt optagelse i den koordinerede tilmelding.

*Uddybende om ny fleksibel erhvervs-kandidatordning og erhvervsrettede kandidatuddannelser med virksomhedsforløb*

Forligspartierne har et ambitiøst mål om, at langt flere studerende end i dag skal tage en erhvervs-kandidatuddannelse.

Mens den konkrete dialog med erhvervsliv og offentlige arbejdsgivere om udbredelsen af en fleksibel erhvervs-kandidatordning forankres i et særskilt kandidatpartnerskab, ønsker partierne, at kandidatudvalget udformer en model for på hvilke områder, der er potentiale for at oprette nye erhvervs-kandidatuddannelser.

Partierne ønsker ligeledes, at kandidatudvalget kommer med oplæg til på hvilke universiteter og uddannelsesområder erhvervs-kandidatuddannelserne skal oprettes. I arbejdet forventes udvalget at inddrage perspektiver fra kandidatpartnerskabet.

Kandidatudvalget forventes desuden at gøre sig overvejelser om, hvordan undervisningen på erhvervs-kandidatuddannelserne fremover kan tilrettelægges, så den passer til de studerendes hverdag og virksomhedernes behov. Det kan eksempelvis være ved digitalt tilrettelagt undervisning, undervisning uden for almindelig arbejdstid og lignende.

Kandidatudvalget skal i tæt dialog med arbejdstagerne gøre sig overvejelser om, hvordan erhvervs-kandidatordningen kan udformes, så den tilrettelægges med en passende arbejdsbelastning for de studerende, og det sikres, at der er tale om relevant akademisk arbejde, som kommer både den studerende og arbejdsgivere til gavn. Det skal også sikres, at studerende har mulighed for at fuldføre en uddannelse, selvom de eksempelvis mister deres arbejde.

Endelig ønsker partierne, at kandidatudvalget præsenterer et oplæg til en ny erhvervsrettet kandidatuddannelse med virksomhedsforløb, der skal fungere som et alternativ til – eller en variant af – erhvervs-kandidatuddannelserne. Oplægget skal tage hensyn til, at denne nye type uddannelse skal kunne fungere både i privat og offentligt regi. Oplægget skal desuden holde sig inden for de økonomiske rammer fastsat med *Aftale om rammerne for Reform af universitetsuddannelserne i Danmark*.

### *Høj grad af viden for studerende, der starter på en bachelor 2025-2027*

Kandidatudvalget skal arbejde efter, at de første studerende, der starter på en bachelor i perioden 2025-2027, kan få en høj grad af viden om indholdet af de nye kandidatuddannelser.

Universiteterne skal i forlængelse af kandidatudvalgets arbejde gøre sig overvejelser om nedenstående med henblik på, at de studerende, der starter på en bacheloruddannelse i 2025-2027, kan få viden om:

- Hvilke kandidatuddannelser, der skal udbydes på hvilke universiteter.
- Hvad der skal være kendetegnende for de forskellige typer af kandidatuddannelser.
- Hvilken kandidatuddannelse de enkelte bacheloruddannelser skal give retskrav til.
- Hvordan der i det samlede uddannelsesforløb (bachelor + kandidatuddannelse) er mulighed for udlandsophold, projektorienterede forløb mv.
- På hvilke områder, der særligt er behov for at udbyde erhvervs kandidater på 75 ECTS til 120 ECTS og/eller erhvervsrettede kandidater med virksomhedsforløb.

Idet det må forventes, at kandidatudvalgets arbejde kan indebære, at der kan være behov for mere generelle tilpasninger af dele af bacheloruddannelserne på universiteterne, lægger forligspartierne vægt på, at kandidatudvalget tilrettelægger sit arbejde sådan, at man tidligt i udvalgsarbejdet kan komme med en delafrapportering om, hvilke uddannelsesområder, der forventes omlagt. Det skal give universiteterne mulighed for så tidligt som muligt at igangsætte arbejdet med evt. tilretning af de tilknyttede bacheloruddannelser (herunder udarbejde nye studieordninger mv.) – parallelt med, at kandidatudvalget færdiggør sit arbejde.

## 2. Kvalitetsløft af kandidatuddannelserne

Kandidatudvalget skal i tillæg til ovenstående forholde sig særskilt til spørgsmålet om, hvordan et nyt kandidatuddannelseslandskab understøtter, at kvaliteten løftes på kandidatuddannelserne og de studerendes trivsel øges, herunder bl.a. ved at se på antallet af udbudte undervisningstimer, mere hyppig feedback og tættere kontakt med undervisere og medstuderende mv.

Forligspartierne forventer, at kandidatudvalget kommer med overordnede relevante kvalitetsmål for de nye kandidatuddannelser på 75 ECTS samt, hvordan disse kan implementeres på en smidig og fleksibel måde.

Det konkrete kvalitetsarbejde skal herefter foregå på universiteterne.

### 3. Administration og undervisningstilrettelæggelse

Forligspartierne forventer endvidere, at kandidatudvalget tager højde for og forholder sig til, hvordan administration og undervisningstilrettelæggelsen bedst kan tilpasses i det nye uddannelseslandskab på universiteterne, herunder eksempelvis i forhold tilgængeligheden af underviserkompetencer, tilrettelæggelsen af ferieperioder samt speciale- og opgaveskrivning mv.

Kandidatudvalget skal desuden forholde sig særskilt til, hvordan kandidatuddannelserne fremover skal tilrettelægges, så de studerende afslutter deres kandidatuddannelse en måned tidligere, eksempelvis ved tidligere studiestart.

### 4. Videreuddannelse og livslang læring

Forligspartierne ønsker at skabe bedre rammer for, at flere videreuddanner sig løbende gennem deres arbejdsliv. Uddannelse skal ikke overvejende være noget, der tages i en samlet blok først i livet.

Kandidatudvalget får på den baggrund til opgave at konkretisere hvilke uddannelsesstilbud, der skal udvikles til uddannede fra kandidatuddannelser på 75 ECTS med henblik på at skabe bedre rammer for livslang læring på universiteterne.

Det kan både være efter- og videreuddannelsesstilbud til de kandidater, som ønsker at videreuddanne sig inden for eget arbejdsområde og i forlængelse af deres tidligere uddannelse, ligesom det kan være efter- og videreuddannelsesstilbud med fokus på sporskifte for de kandidater, som efter et antal år på arbejdsmarkedet ønsker at gå i en ny retning.

Kandidatudvalget skal desuden udforme en model for et såkaldt tillægskandidatbevis, hvor dimittender fra en kandidatuddannelse på 75 ECTS, der har gennemført efter- og videreuddannelsesaktiviteter svarende til  $\frac{3}{4}$  studieår (45 ECTS), får et formelt bevis, som dokumenterer, at de har gennemført uddannelse på kandidatniveau svarende til i alt 2 studieår (120 ECTS).

### 5. Mulighed for forskervej for kandidatuddannede med en kandidat på 75 ECTS

Det er vigtigt for forligspartierne, at der ikke opstår blindgyder for dimittender fra kandidatuddannelser på 75 ECTS og erhvervskandidatuddannelser, som på et tidspunkt ønsker at forfølge en forskerkarriere. Samtidig er det afgørende, at der på alle relevante områder er en rekrutteringsbase i forhold til Ph.d.-uddannelsen. Kandidatudvalget skal derfor udforme en eller flere relevante modeller for forskerspor for dimittender fra de nye kandidatuddannelser. Modellerne kan eksempelvis være inspireret af 4+4-ordningen.

## 6. Sektordimensionering

Forligspartierne ønsker en bedre balance i optaget på forskellige videregående uddannelsesniveauer og ønsker på den baggrund, at kandidatudvalget skal komme med input til, hvordan sektordimensioneringen af universiteterne skal fordeles på tværs af universiteter, hovedområder og fagområder/uddannelser.

Partierne lægger i den forbindelse vægt på, at der tages betydeligt hensyn til uddannelsernes dimittendledighed og aftagernes efterspørgsel efter arbejdskraft.

Desuden lægger partierne vægt på, at der tages hensyn til:

- Bæredygtigheden af små fag, herunder sprogfag.
- Tilknyttede forskningsmiljøer.
- I hvilket omfang de enkelte universiteter, hovedområder samt fagområder berøres af både sektordimensionering og omlægning til nye kandidatuddannelser, idet det dog fortsat er de faglige hensyn, der taler for hhv. omlægning og sektordimensionering, der skal veje tungest.
- Udbud af uddannelser i hele landet – herunder uden for de største byer.

Endvidere ønsker partierne, at kandidatudvalget i sine input gør sig overvejelser om, hvordan dimensioneringen kan målrettes sådan, at potentialet for at søgningen til de professionsrettede uddannelser på velfærdsområdet (sygeplejerske, pædagog, lærer og socialrådgiver) øges mest muligt.

Partierne lægger stor vægt på og opfordrer universiteterne til øget samarbejde og koordinering i forhold til fortsat at kunne udbyde uddannelser af høj kvalitet i hele landet.

## **Organisering**

Kandidatudvalget nedsættes af uddannelses- og forskningsministeren og sammensættes med repræsentanter fra alle universiteter, de studerende samt Uddannelses- og Forskningsministeriet.

Uddannelses- og Forskningsministeriet varetager formandskabet og forbereder udvalgets møder i samarbejde med sekretariatet samt den løbende kontakt til både kandidatpartnerskabet og til referencepanelet.

Kandidatudvalget mødes løbende, ligesom der parallelt holdes møder i de arbejdsgrupper, udvalget måtte beslutte at nedsætte.

Kandidatudvalget vil bestå af:

- Uddannelses- og Forskningsministeriet: Departementschef (formand), direktør, styrelsesdirektør og vicedirektør.

- Universiteterne: Rektorerne fra de otte universiteter.
- Danske Universiteters direktør (bisidder).
- Studerende: 2 studenterrepræsentanter udpeget af Danske Studerendes Fællesråd.

Kandidatudvalget forventes at nedsætte en række arbejdsgrupper. Der vil være bred repræsentation af relevante universiteter i arbejdsgrupperne.

#### *De kunstneriske uddannelsesinstitutioner på UFM's område*

Der etableres et særskilt udvalg for de kunstneriske uddannelser, hvor Designskolen Kolding og Det Kongelige Akademi samt studenterrepræsentanter er repræsenteret. Dette udvalg forventes i udgangspunktet at behandle de samme emner som kandidatudvalget og ud fra samme hensyn. Uddannelses- og Forskningsministeriet varetager formandskabet i udvalget. Der skal på de kunstneriske kandidatuddannelser på designområdet som udgangspunkt ske en omlægning på niveau med universiteternes, dvs. at ca. 30 pct. af pladserne skal omlægges til kandidatuddannelser på 75 ECTS, erhvervs-kandidatuddannelser eller erhvervsrettede kandidatuddannelser med virksomhedsforløb.

Udvalget vil bestå af:

- Direktør (formand) og vicedirektør fra Uddannelses- og Forskningsministeriet.
- Rektorerne fra Det Kongelige Akademi og Designskolen Kolding.
- 1 studenterrepræsentant (udpeget af Danske Studerendes Fællesråd).
- Danske Universiteter (som bisidder).

#### Referencepanel

Der nedsættes et referencepanel i tilknytning til kandidatudvalget, hvor relevante aktører kan følge og give input til kandidatudvalgets arbejde. Deltagerkredsen vil inkludere repræsentanter fra erhvervsorganisationer, offentlige arbejdsgivere, faglige organisationer og relevante ministerier. I panelet indgår desuden repræsentanter for professionshøjskolesektoren og erhvervsakademisektoren for at understøtte, at der i drøftelserne tages hensyn til sammenhæng til/arbejdsdeling med de øvrige videregående uddannelser.

For at sikre udveksling af viden og synspunkter mellem kandidatudvalget og referencepanelet forpligtes udvalget til minimum 2 gange at invitere repræsentanter fra referencepanelet til at præsentere deres overvejelser for udvalget. I det omfang kandidatudvalget nedsætter arbejdsgrupper – eksempelvis for de enkelte hovedområder – forpligtes arbejdsgrupperne ligeledes til at inddrage referencepanelets overvejelser i deres arbejde.

Desuden forpligtes kandidatudvalget til at gennemføre en bredere inddragende proces, f.eks. i form af et dialogmøde eller en offentlig høring, for at give alle interesserede parter mulighed for at høre om kandidatudvalgets

arbejde og overvejelser samt bidrage med egne perspektiver og erfaringer til det videre arbejde. Organiseringen af referencepanelet er uddybet i bilag til kommissoriet.

### Sekretariat

Kandidatudvalget og de tilhørende arbejdsgrupper og udvalget for de kunstneriske kandidatuddannelser sekretariatsbetjenes af Uddannelses- og Forskningsministeriet med deltagelse af Finansministeriet og Økonomiministeriet.

### Sammenhæng til kandidatpartnerskab

For at understøtte udbredelsen af nye fleksible erhvervskandidatuddannelser samt flere internationale studerende er der indgået et kandidatpartnerskab mellem Dansk Industri, Dansk Erhverv, Danske Universiteter og Uddannelses- og Forskningsministeriet. Medarbejder- og Kompetencestyrelsen indtræder desuden i partnerskabet, ligesom Kommunerne (KL) og regionerne (Danske Regioner) også er inviteret til at deltage i partnerskabet. Arbejdet i kandidatudvalget og kandidatpartnerskabet understøttes af samme sekretariat og koordineres tæt. Kandidatudvalget vil løbende kunne inddrage erfaringer og perspektiver fra kandidatpartnerskabet i udvalgets drøftelser.

### **Afrapportering**

Kandidatudvalget nedsættes i september 2023. Udvalget skal udarbejde og aflevere sin afrapportering til uddannelses- og forskningsministeren inden udgangen af oktober 2024. Uddannelses- og forskningsministeren vil i løbet af udvalgets arbejde halvårligt give en status på udvalgets arbejde til forligskredsen.

I tilfælde af uenighed i udvalget om den endelige afrapportering ligger kompetencen til at træffe beslutning om denne hos formanden.

Uddannelses- og forskningsministeren vil på baggrund af kandidatudvalgets oplæg til et nyt kandidatlandskab fremlægge udvalgets afrapportering for forligspartierne. Herefter følger den videre implementering af reformen.

## Organisering af referencepanel

Der nedsættes et referencepanel i tilknytning til kandidatudvalget, hvor relevante aktører kan følge og give input til kandidatudvalgets arbejde. Deltagerne i referencepanelet besidder relevant viden om specifikke emner, der bliver relevant for kandidatudvalgets arbejde. Det kan være som arbejdstager- eller arbejdsgiverorganisationer, andre uddannelsesområder m.v.

### *Sammensætning*

Der lægges op til, at følgende organisationer inviteres til at deltage i referencepanelet:

- Akademikerne.
- Djøf.
- DM.
- IDA.
- FH.
- Dansk Industri.
- Dansk Erhverv.
- SMV Danmark.
- KL.
- Danske Regioner.
- Medarbejder- og Kompetencestyrelsen.
- Danske Professionshøjskoler.
- Danske Erhvervsakademier.
- Rektorkollegiet for de kunstneriske uddannelsesinstitutioner.
- Rektorkollegiet for de maritime uddannelsesinstitutioner.
- Danske Handicaporganisationer.
- Studenterrepræsentanter.

24. august 2023



## Enclosure 2

### Accounts of the IT University of Copenhagen, as per June 30 2023

This report presents the second quarter actual accounts and the revised forecast of June 30 2023, including a cash flow forecast and revised assumptions and uncertainties.

Table 1: Overview of income, costs and equity

Financial items (KDKK)	Budget 2023	FCST 2023 April	FCST 2023 July
Income	417,077	424,549	418,675
Personnel costs	-283,240	-286,963	-284,753
Other operating costs	-137,877	-141,430	-138,376
<b>Profit from ordinary operations</b>	<b>-4,040</b>	<b>-3,844</b>	<b>-4,454</b>
Financial income and costs	909	909	1,519
<b>Profit, year-end</b>	<b>-3,131</b>	<b>-2,935</b>	<b>-2,935</b>
<b>Equity, end-year*</b>	<b>64,689</b>	<b>64,626</b>	<b>64,626</b>
<b>Equity/income ratio</b>	<b>0.16</b>	<b>0.15</b>	<b>0.15</b>

\*Equity, end-year in Budget 2023 are based on Accounts as per October 31 2022. While Equity, end-year in April and July Forecast 2023 are based on actual accounts as per December 31 2022.

Table 1 shows an overview of income, costs and equity. Executive Management expects the year-end result is unchanged. As stated in the Accounts as per April 2023, we have adapted a very prudent spending and investment policy in 2023 due to uncertainties regarding inflation and inadequate compensation in the Finance Act of 2023.

There is a decrease in both income and costs compared to April forecast, which we elaborate on in the section *Second quarter financial follow-up*.

Table 2: Staff forecast

Staff Forecast (FTE)	FCST 2023 April	Change	FCST 2023 July
Researchers, senior	91.4	1.3	92.7
Researchers	45.3	0.0	45.3
Researchers, external funding	89.8	3.0	92.8
<b>Academic staff, full-time</b>	<b>226.5</b>	<b>4.3</b>	<b>230.8</b>
External lecturers	17.7	0.1	17.8
Other part-time teachers and external examiners	37.7	4.0	41.7
<b>Academic staff, part-time</b>	<b>55.4</b>	<b>4.1</b>	<b>59.5</b>
<b>Academic staff</b>	<b>281.9</b>	<b>8.4</b>	<b>290.3</b>
Administrative staff	179.9	-8.1	171.8
Administrative staff, external funding	9.6	-3.9	5.7
<b>Administrative staff</b>	<b>189.5</b>	<b>-12.0</b>	<b>177.5</b>
<b>Staff total</b>	<b>471.4</b>	<b>-3.6</b>	<b>467.8</b>
<b>Administrative/academic staff ratio</b>	<b>0.67</b>	<b>-0.06</b>	<b>0.61</b>

Table 2 shows the forecast on staff. Researchers, senior increases with 1.3 FTEs, as we have included severance agreements regarding Digital Design. Researchers, external funding staff has increased with 3 FTEs, despite of a decrease in external funding. The change in FTEs doesn't affect the personnel costs, as the change is caused by a higher ratio of researchers on external funding, and a lower ratio of administrative staff, external funding. The adjustment is based on a detailed review of the project portfolio forecast. The decrease in administrative staff is due to the vacancies in the administrative departments.

The forecast shows the administrative/academic staff ratio is well below the sector average of 0.75 FTE, all staff included.

## Second Quarter financial follow-up

In Table 3, we show the estimated income and costs compared to actual accounts at the end of the second quarter, and the July forecast. In general, the estimate per June 30 is equal to 2/4 of forecast July 2023. We elaborate on significant deviations and changes for budget items in the following sections.

**Table 3: Break down of income and costs**

Budget items (KDKK)	Estimate per Jun 30	Actual per Jun 30	Deviation per Jun 30	FCST 2023 April	Change	FCST 2023 July
Study activity grants and tuition fees	78,156	78,156	0	154,636	1,676	156,312
Education, base grants	21,229	21,229	0	42,457	0	42,457
Research, base grants	70,677	70,677	0	141,354	0	141,354
Other government grants	-8,495	-8,495	0	-16,905	-85	-16,990
External research grants	41,259	35,965	-5,294	83,742	-1,224	82,518
External grants other	1,205	1,469	264	2,410	0	2,410
Facilities subleasing	2,033	1,876	-156	8,200	-4,135	4,065
Other income Academic departments	408	793	385	356	459	815
Other income Administrative departments	2,867	3,925	1,058	8,299	-2,565	5,734
<b>Income</b>	<b>209,338</b>	<b>205,595</b>	<b>-3,743</b>	<b>424,549</b>	<b>-5,874</b>	<b>418,675</b>
Personnel costs	27,730	23,388	-4,342	55,689	-229	55,460
Other operating income and costs	5,458	5,169	-289	11,736	-820	10,916
<b>External research</b>	<b>33,188</b>	<b>28,557</b>	<b>-4,631</b>	<b>67,425</b>	<b>-1,049</b>	<b>66,376</b>
Personnel costs	64,574	65,594	1,020	126,976	2,172	129,148
Other operating costs	6,074	5,144	-930	14,252	-2,104	12,148
<b>Academic departments</b>	<b>70,648</b>	<b>70,738</b>	<b>90</b>	<b>141,228</b>	<b>68</b>	<b>141,296</b>
Personnel costs	50,073	52,202	2,130	104,298	-4,153	100,145
Other operating costs	23,170	21,414	-1,756	48,552	-2,212	46,340
<b>Administrative departments</b>	<b>73,243</b>	<b>73,616</b>	<b>374</b>	<b>152,850</b>	<b>-6,365</b>	<b>146,485</b>
<b>Building</b>	<b>32,299</b>	<b>23,769</b>	<b>-8,530</b>	<b>63,291</b>	<b>1,307</b>	<b>64,598</b>
<b>Management pools</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,599</b>	<b>775</b>	<b>4,374</b>
<b>Ordinary operating net costs</b>	<b>209,378</b>	<b>196,680</b>	<b>-12,697</b>	<b>428,393</b>	<b>-5,264</b>	<b>423,129</b>
<b>Profit from ordinary operations</b>	<b>-40</b>	<b>8,915</b>	<b>8,955</b>	<b>-3,844</b>	<b>-610</b>	<b>-4,454</b>
<b>Financial income and costs</b>	<b>760</b>	<b>2,224</b>	<b>1,465</b>	<b>909</b>	<b>610</b>	<b>1,519</b>
<b>Profit</b>	<b>720</b>	<b>11,139</b>	<b>10,419</b>	<b>-2,935</b>	<b>0</b>	<b>-2,935</b>

*Academic departments* consist of costs regarding Computer Science, Digital Design, Business IT, The Dean of Education, the PhD School, the Library and research centres.

*Administrative departments* consist of costs regarding Student Affairs and Programmes, the Communication Department, the IT Department, Facilities Management, the Department of Finance, HR, Management Secretariat and finally provisions for holiday pay, parental leave, taxes and other company matters.

*Building* consists of rent including property taxes and other building costs according to the Danish Facilities Management Benchmark (DFM-benchmark). The DFM-benchmark includes costs for building maintenance, installations, utility companies, cleaning, security, and other services.

### **Student activity grants and tuitions fees (1.7 M)**

Actual income follows the estimate per June 30.

As shown in table 4, the expected income from study activity is DKK 1.7 M above the April forecast, corresponding to an increase in study activity of full-time students and a decrease in study activity of part-time students.

Comparing the total amount of student FTEs estimated in forecast July to the estimate from forecast April shows an increase of 57 student FTEs in the expected FTEs earning in 2023 from full-time studies and a decrease of 6 student FTEs from part-time students.

A common development across most of the Master study programmes is that there have been a higher student FTEs earning at the summer exams at the second and fourth semester than expected in the April forecast. The student FTEs earning for the Bachelor and part-time students is approximately as estimated in April.

Approximately 97 pct. of the estimated student FTEs in 2023 derives from finalized exams. However, there is still uncertainty about the last 3 pct. that concerns planned exams for summer school courses and planned reexams in August 2023.

**Table 4: Study activity forecast**

Study Activity Forecast	FCST April 2023		Change		FCST July 2023	
	units	KDKK	units	KDKK	units	KDKK
Students, BSc	844	59,903	9	603	852	60,506
Students, MSc	901	63,957	45	3,159	945	67,116
Students, guests and foreign scholarship students	50	4,650	4	255	54	4,905
<b>Students, full-time (FTE)</b>	<b>1,795</b>	<b>128,510</b>	<b>57</b>	<b>4,017</b>	<b>1,851</b>	<b>132,527</b>
<b>Students, part-time (FTE)</b>	<b>51</b>	<b>10,744</b>	<b>-6</b>	<b>-2,792</b>	<b>44</b>	<b>7,952</b>
Employment bonus	100%	7,055	0%	223	100%	7,278
Excess study time bonus	100%	7,055	0%	223	100%	7,278
Quality		-0		-0		-0
<b>Bonuses</b>		<b>14,110</b>		<b>446</b>		<b>14,556</b>
<b>Other student activity</b>		<b>1,272</b>		<b>5</b>		<b>1,277</b>
<b>Total income from study activity</b>		<b>154,636</b>		<b>1,676</b>		<b>156,312</b>

### Base grants and other government grants (-0.1 M)

Actual income from base grants and other government grants follows the estimate of as per June 30. Forecast July on base grants and other government grants has decreased with DKK 0.1 M.

### External research grants (-1.2 M)

Actual income is below the estimate as per June 30 by DKK 5.3 M. As in previous years, we expect activities to pick up, during the second half of the year. The most recent external funding forecast from Research Support shows a decrease of DKK 1.2 M. The external research funding forecast includes a general assumption of delays in planned activities and an assumption of spending generated from upcoming grants.

**External grants other (+0.0 M)**

Actual income follows the estimate as per June 30. Forecast July on external grants other is unchanged.

**Facilities subleasing (-4.1 M)**

Actual income from facilities subleasing is below the estimate by DKK 0.2 M as per June 30. In Budget 2023 we included a vacancy of 20 pct. For the July forecast we have adjusted the vacancy to 57 pct., as we do not expect to be able to sublease as estimated in Budget 2023. This adjustment is equivalent to a downward adjustment in the forecast of DKK 4.1 M.

**Other income from Academic departments (+0.5 M)**

Actual income is above the estimate as per June 30 by DKK 0.4 M and the forecast has been adjusted with DKK 0.5 M. The additional income derives from minor research activities and sponsorships.

**Other income from Administrative departments (-2.6 M)**

Income from Administrative departments is above the estimate as per June 30 by DKK 1.0 M. We have adjusted the forecast July regarding ITU Professional Courses downwards with DKK 2.6 M to a level equivalent to previous years.

**External research spending (-1.1 M)**

The forecast has been adjusted to match the changes elaborated in the section about External research grants.

Actual personnel costs are below the estimate as per June 30 by DKK 4.3 M. Actual other operating costs are below the estimate as per June 30 by DKK 0.3 M. As in previous years, we expect spending to pick up later in the year.

Finance estimates an average overhead of 20 pct.

**Academic departments (+0.1M)**

The actual personnel cost is above the estimate as per June 30 by DKK 1.0 M.

We base the personnel forecast from June on the hiring plans from the departments. In previous years, the hiring plans from the department heads tend to be optimistic, thus we reduce the personnel forecast for the departments. As in the April forecast, we have reduced the personnel forecast by an average of 2 pct., total equivalent of approximately DKK 2.0 M. The personnel costs have been adjusted upwards by DKK 2.2 M, the main explanation being that Dean of Education retains a budget equivalent of last year's spending regarding teaching assistants, equivalently to DKK 1.8 M.

The actual costs for other operations are below the estimate as per June 30 by DKK 0.9 M. As in previous years, we expect activities will pick up during the rest of the year. The reserve for internal funding of new hirings in the research Centre DIIP, will not apply in 2023, and we have therefore adjusted budget downwards with DKK 2.0 M.

### **Administrative departments (-6.4 M)**

The actual personnel cost is above the estimate as per June 30 by DKK 2.1 M. We have adjusted the forecast for personnel cost downwards by DKK 4.2 M, due to vacancies and reserves for hiring administrative staff not spent.

The actual cost for other operations is lower than the estimate as per June 30 by DKK 2.6 M. We expect costs to pick up during the second half of the year as in previous years. The April forecast has decreased by DKK 0.6 M, due to a downward adjustment of activities regarding ITU Professional courses. To match the decrease in admitted part-time students, we have also adjusted costs for activities downwards with DKK 1.7 M. Other changes are transfers from reserves for activities such as the workplace assessment and external assistance due to vacancies.

### **Building (+1.3 M)**

Actual cost is below the estimate as per June 30 by DKK 8.5 M. We expect costs to pick up during the second and third quarter, as most building maintenance goes on during the summer period. Due to higher costs regarding building maintenance, cleaning contract and new canteen provider, we have adjusted building costs upwards with DKK 1.3 M in 2023.

### **Management pools (+0.8 M)**

Management pools have increased by DKK 0.8 M which reflects transfers from management pools to other budget items, equivalently to DKK 1.4 M. To support strategic actions we have adjusted the Management pools upwards with DKK 2.2 M.

### **Financial income and costs (+0.6 M)**

Financial income is above the estimate as per June 30 by DKK 1.5 M. The forecast has increased with DKK 0.6 M, as bank deposit interests are back after several years with a 0.00 interest rate on deposits.

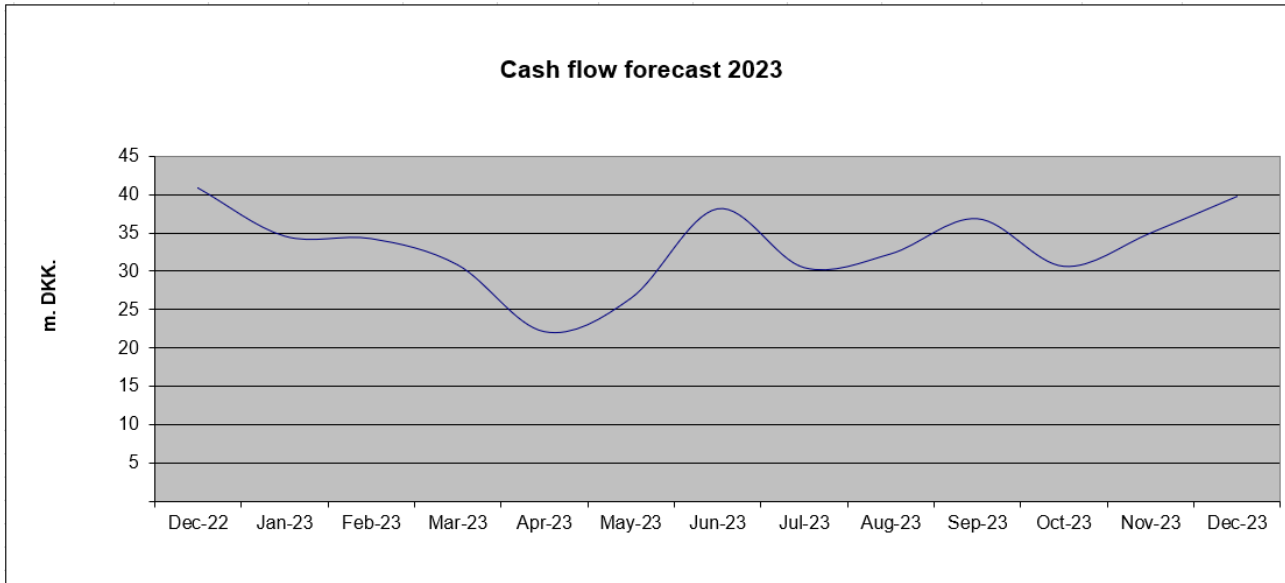
## **Cash flow forecast**

### **Cash flow forecast 2023**

The cash flow forecast below shows cash holdings to be positive throughout the year 2023. Mainly, this is due to the monthly instalments of government grants and tuition.

The cash flow starts with DKK 41 M and drops low specially in January, April, July, and October due to the quarterly payments of rent. There is an increase in cash flow during June through August due to expected payments to the Masters courses. Property taxes are paid in February and August. Hereafter the cash flow holdings have a stable development, and at the end of the year, cash holdings are expected to amount to DKK 40 M.

The Department of Finance is charged with monitoring the cash flow throughout the year and will advise Executive Management to transfer funds from capital investments to cash holdings to avoid overdraft during the year, if necessary.



## Uncertainties

In general, government grants are subject to the over-all inherent uncertainty of end year adjustments to government grants for education according to the Finance Act.

### Uncertainty regarding external research grants

The forecast on external research grants, i.e., the spending of grants comes with the inherent risk of delays in the existing project portfolio and additional spending from upcoming awards. Historically, the April forecast may deviate up to +/- 10 percent from the end year result.

### Uncertainty regarding subleasing

We have a total of 4,800 square meter of office spaces available for subleasing. The Budget 2023 includes an expectation of subleasing 80 pct. of office spaces in 2023. Currently subleasing of office spaces is at 46 pct. We have engaged a market professional to help us look for new tenants for our spare office space. Currently, the market seems hesitant to commit to additional office space, and we will revisit the income from subleasing in the Framework Budget.

**Uncertainty regarding the academic personnel cost forecast**

The forecast for personnel costs for the academic departments has been updated, and severance agreements is included in the forecasts. We maintain the assumption that department head will not fully make use of their salary budget, i.e., we include a general reduction of 2 pct. as in forecast April.

**Uncertainty regarding the administrative personnel costs**

Forecast July on administrative personnel costs are estimated based on actual average personnel costs from 2022 (2023 pw). As usual, we will revisit the new average personnel costs on the administrative staff in the third financial follow-up. We expect the new estimate will be 1-2 pct. of the total administrative personnel costs, equivalently to DKK 1.0 – 2.0 M.

**Uncertainty of the capital markets**

The capital markets are still more volatile than usual, and the actual bond and stock prices during the year might significantly influence the year-end result.



**Enclosure 3****Follow-up on Strategic Targets for 2023**

The following report is a follow up on the strategic 2023 Activities, presented at the Board Meeting on 24<sup>th</sup> of November 2022 (as item 7, enclosure 8).

The chart below represents the results as of 1 July 2023.

**Signature:**

The time and activity schedule of the target has been kept.



The time and activity schedule of the target has not been kept. However, it is still estimated that the target can be reached within the period, as the delays are not critical.









The time and activity schedule of the target has not been kept, and if the present development continues, it will not be possible to reach the target within the time frame.










The time and activity schedule of the target has not yet launched, or data is not yet available.




Target	Description	Comments	Status
<b>Target 1: Relevant educations with low unemployment and gender diversity</b>			
B1	In 2023, the weighted rolling average of graduate unemployment measured fourth to seventh quarter after the graduation of MSc graduates from the IT University in 2018, 2019 and 2020 is less than the corresponding unemployment for all MSc graduates from Danish universities.	In 2023, the weighted rolling average of graduate unemployment measured fourth to seventh quarter after the graduation of MSc graduates from the IT University in 2018, 2019 and 2020 is 8.7 per cent. The weighted rolling average of MSc unemployment measured fourth to seventh quarter after the graduation of all MSc graduates from Danish universities is 13.1 per cent.  The target is achieved in 2023.	




B2	<p>Maintain high graduate employment in the private sector: The proportion of the IT University's employed MSc graduates who are employed in the private sector is maintained at 80-90 per cent in each of the years up to and including 2025.</p>	<p>In 2023, 82 per cent of the employed MSc graduated in 2018 from the IT University were employed in the private sector.</p> <p>The target is achieved in 2023.</p>	
B3	<p>In 2023, there will be a dialogue across the academic departments on how to develop green IT competences supported by interdisciplinarity as well as what the level of ambition should be. The study programmes in the Digital Design Department will in 2023 include a Green Competence Profile in their Employability Profiles.</p>	<p>The crossdisciplinary dialogue on development of green IT competences has been initiated at the IT University and the study programmes at the Digital Design Department are expected to include a green competence profile in the employability profiles in 2023.</p> <p>The target is expected to be achieved in 2023.</p> <p>There will be a follow up after third quarter.</p>	
B4	<p>In 2023, the plan developed and approved in 2022 to support that the IT University in the future can admit at least 30 per cent female students on the BSc study programmes is executed.</p> <p>In 2023, the IT University admits at least 30 per cent female students on the BSc study programmes.</p>	<p>In 2023, the plan has been followed and the IT University is expecting to admit approximately 36 per cent female students on the BSc study programmes.</p> <p>The target will be achieved in 2023.</p> <p>There will be a follow up after third quarter 2023.</p>	

B5	In 2023, the plan developed and approved in 2022 for increasing retention and wellbeing on the Study Programme BSc in Software Development for ensuring a completion rate of at least 70 per cent is implemented.	<p>Most of the initiatives described in the plan developed and approved in 2022 for increasing retention and wellbeing on the Study Programme BSc in Software Development have already been implemented. Which further additional initiatives, if any, to be implemented will be discussed at a meeting in August 2023.</p> <p>The target is expected to be achieved in 2023.</p> <p>There will be a follow up after third quarter 2023.</p>	
<b>Target 2: Enhanced study well-being and high learning outcomes</b>			
B6	In 2023, the IT University continues initiatives in relation to improving study well-being and an inclusive learning environment with special focus on the first year of study.	<p>The following activities will be implemented to improve a thriving and inclusive learning environment with special focus on the first year of study: All new BSc students will in the autumn 2023 be invited to participate in several mentoring group sessions with older students throughout the first year of study.</p> <p>The target is expected to be achieved in 2023.</p> <p>There will be a follow up after third quarter 2023.</p>	
B7	Strengthen the students well-being "There is a good social study environment" (Baseline 2021: Score 4.0, Danish Student Survey).	<p>The IT University has continued the ongoing activities to strengthen the students' well-being and a good social study environment. A score of at least 4,0 is expected in 2023.</p> <p>The target is expected to be achieved in 2023.</p> <p>There will be a follow up after fourth quarter 2023.</p>	

B8	Maintain a high learning outcome: "My learning outcome is high", (Baseline 2021: Score: 3.8, Danish Student Survey).	<p>The next Danish Student Survey will run in December 2023. The results are hard to predict, however, the latest course evaluation data from spring 2023 indicate that IT University students are very satisfied with their learning outcome as both average course scores and teacher scores were above target in the IT University Quality Policy and higher than the years before.</p> <p>The target is expected to be achieved in 2023.</p> <p>There will be a follow up after fourth quarter 2023.</p>	
B9	Maintain a high learning outcome: "Overall, the quality of my education is high" (Baseline 2021: Score: 4.1, Danish Student Survey).	<p>The next Danish Student Survey will run in December 2023. The results are hard to predict, however, the latest course evaluation data from spring 2023 indicate that the IT University students are very satisfied with the quality of their courses as both average course scores and teacher scores were above target in the IT University Quality Policy and higher than the years before.</p> <p>The target is expected to be achieved in 2023.</p> <p>There will be a follow up after fourth quarter 2023.</p>	
B10	Maintain the dropout rate at BSc: "The dropout rate for BSc students admitted in 2022" (Baseline 2020: 15.5 per cent).	<p>After second quarter 2023, the dropout rate for BSc students admitted in 2022 was 10.4 percent and the dropout rate may increase until 1 October 2023.</p> <p>The target is expected to be achieved in 2023.</p> <p>There will be a follow up after third quarter 2023.</p>	

B11	Maintain the dropout rate at MSc: "The dropout rate for MSc students admitted in 2022" (Baseline 2020: 6.9 per cent).	<p>After second quarter 2023, the dropout rate for MSc students admitted in 2022 was 3.6 percent and the dropout rate may increase until 1 October 2023.</p> <p>The target is expected to be achieved in 2023.</p> <p>There will be a follow up after third quarter 2023.</p>	
<b>Target 3: Strengthen IT research that reflects society's needs</b>			
B12	In 2023, the IT University will maintain or increase the number of academic staff (assistant professors, associate professors and professors) in the field of data science relative to the baseline of 23 at the end of 2021.	<p>When academic staff (assistant professors, associate professors and professors) in the field of data science leave, new people are hired to replace them. Currently there are two positions open.</p> <p>The target is expected to be achieved in 2023.</p> <p>There will be a follow up after third quarter 2023.</p>	
B13	At least seven researchers (assistant professors, associate professors and professors) are associated the new Center for Climate IT at the IT University end of 2023.	<p>After second quarter 2023, 15 researchers (assistant professors, associate professors and professors) are associated the new Center for Climate IT at the IT University.</p> <p>The target is achieved in 2023.</p> <p>There will be a follow up after third quarter.</p>	
B14	The IT University will within the field of digital play in 2023 establish a systematic dialogue with at least one more company or public collaboration partner.	<p>In 2023, the IT University has initiated dialogue with three organisations and culture institutions about collaborations on a new museum, an exhibition and digital literacy within the digital play field.</p> <p>The target is expected to be achieved in 2023.</p> <p>There will be a follow up after third quarter.</p>	

B15	<p>In 2022, “the collaborate and relationship model” to support the IT University in becoming a preferred research partner for relevant private and public organisations was developed in collaboration with Heads of Departments. Next step is to identify possible initiatives on how to strengthen the model. This identification will be developed in collaboration with primarily the Heads of Departments and the Dean of Education.</p>	<p>A draft questionnaire has been developed and will be tested on one Head of Department before summer 2023. Post summer the rest of the Heads of Department will be included. Before the end of 2023, based on the questionnaire, it is expected that there will be some new initiatives to present to the Executive Management.</p> <p>The target is likely to be achieved in 2023.</p> <p>There will be a follow up after third quarter 2023.</p>	
<p><b>Target 4: Increased number of PhDs and focus on contributing innovation and value to society</b></p>			
B16	<p>In 2023, at least 15 PhD students will graduate at the IT University.</p>	<p>After second quarter 2023, six PhD students have successfully defended their thesis. The target will be achieved if everyone expected to submit and defend their thesis in 2023 is not delayed.</p> <p>There will be a follow up after third quarter 2023.</p>	
<p><b>Target 5: Lifelong learning that contributes to a strengthened competitiveness</b></p>			
B17	<p>In 2023, there will be an inclusive process with all relevant stakeholders to make a strategy for lifelong learning at the IT University.</p>	<p>A project has been formulated and initiated with the Rector as Head of the Steering Group.</p> <p>The target is expected to be achieved in 2023.</p> <p>There will be a follow up after third quarter 2023.</p>	

B18	Participants and students are participating in more than 100 competence development activities within lifelong learning in 2023 at the IT University.	<p>In 2023, part-time students are studying at approximately 55 different courses and approximately 16 ITU Professional Courses are expected to be held.</p> <p>Although a few other learning activities are held, it is not expected that the target of 100 courses within lifelong learning will be achieved in 2023.</p> <p>There will be a follow up after third quarter 2023.</p>	
B19	More than 600 participants and students are participating in competence-developing activities within lifelong learning in 2023 at the IT University.	<p>The status after second quarter 2023 is that 739 participants have participated in or signed up for life-long learning activities at the IT University in 2023.</p> <p>The target is achieved in 2023.</p> <p>There will be a follow up after fourth quarter 2023.</p>	
B20	The turnover relating to activities that contribute to competence development within income covered business is higher than DKK 2.07 million in 2023.	<p>After the second quarter in 2023, the turnover concerning courses being offered as income covered business is more than DKK 1 million. Based on the activity forecast for the autumn 2023, it is expected that the turnover concerning courses being offered as income covered business will be at the same level or a little bit higher than the DKK 2.07 million turnover in 2021.</p> <p>The target is expected to be achieved in 2023.</p> <p>There will be a follow up after third quarter 2023.</p>	

## Enclosure 4

### Framework Budget 2024 - 2027

This presentation concerns the ITU Framework Budget for 2024-2027.

#### Summary

The Framework Budget shows a positive result of DKK 0.5 M in 2024 and an accumulated positive result of DKK 10.9 M throughout the four-year period. In 2027, the equity/income-ratio is 0.17, which is slightly under the preferred level 0.18.

The Framework Budget includes a management pool of DKK 5.0 M in 2024 and onwards to sustain strategic actions.

The Framework Budget does not include costs for developing, implementing, and running the new sector-wide study administration system (SIS). Please consult appendix "Uncertainties related to framework budget 2024" about uncertainties for a preliminary forecast about SIS.

The Framework Budget does not include possible financial effects of the new 2023 Education Reform. Please consult appendix "Uncertainties related to framework budget 2024" about the possible financial effects of the new education reform.

Executive Management recommends that the Board approves the submitted Framework Budget and authorize Executive Management to prepare the Budget Proposal for 2024. We will present the Budget Proposal for 2024 at the Board meeting on 23 November 2023.

### Equity and equity/income ratio

Table 1 shows equity and the equity/income ratio. Note that the equity end-year 2023 is based on 2<sup>nd</sup> quarter forecast 2023. In 2027 the equity ratio is slightly under the preferred level of 0.18.

**Table 1: Equity**

Budget items (DKKK)	Forecast 2023 Q2	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027
Equity, end-year*	64,626	65,125	68,352	72,468	75,484
Equity/income ratio	0.15	0.15	0.16	0.16	0.17

\*Equity end-year 2023 is adjusted according to the estimated profit of DKK -2.9 M from the quarterly accounts per June 30



## Staff

As shown in table 2, the staff has decreased in 2024 compared to Budget 2023. The decrease is mainly attributed to academic staff. Besides adjusting the number of externally funded researchers to the expected spending of external funds as shown in table 3, the number of Researcher FTEs drops significantly. The drop throughout the period is caused by several factors. Firstly, researchers advance to senior researchers and the department of Digital Design reduced faculty to match its current teaching obligation. Furthermore, some temporary Executive Management grants are discontinued in 2024, and we fully phase in the changes to the teaching efficiency, decided in 2021. Finally, a small decline in co-financing of PhD students FTEs is to be expected.

**Table 2: Staff forecast**

Staff Forecast (FTE)	Budget 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027
Researchers, senior	91.4	93.2	96.4	97.4	97.4
Researchers	45.3	29.7	24.7	23.2	21.7
Researchers, external funding	95.6	106.8	103.4	105.8	104.5
<b>Academic staff, full-time</b>	<b>232.3</b>	<b>229.7</b>	<b>224.5</b>	<b>226.4</b>	<b>223.6</b>
External lecturers	17.7	18.0	18.3	18.2	18.0
Other part-time teachers and external examiners	37.7	38.3	38.7	38.5	38.1
<b>Academic staff, part-time</b>	<b>55.4</b>	<b>56.3</b>	<b>57.0</b>	<b>56.7</b>	<b>56.1</b>
<b>Academic staff</b>	<b>287.7</b>	<b>286.0</b>	<b>281.5</b>	<b>283.1</b>	<b>279.7</b>
<b>Administrative staff</b>	<b>191.2</b>	<b>187.2</b>	<b>186.7</b>	<b>186.7</b>	<b>186.7</b>
<b>Staff total</b>	<b>478.9</b>	<b>473.2</b>	<b>468.2</b>	<b>469.8</b>	<b>466.4</b>
<b>Administrative/academic staff ratio</b>	<b>0.66</b>	<b>0.65</b>	<b>0.66</b>	<b>0.66</b>	<b>0.67</b>

The administrative staff forecast is well below the average of the Danish university sector an administrative/academic staff ratio of app. 0.74 (2022-level).

Please note, the administrative staff include permanent positions in the academic departments such as the three heads of department, Dean of education, lab managers, research programmers and student workers assisting researchers.

## Income and costs

In table 3, we show income and costs for the next four years.

We regulate government grants with a +4.4 pct. average price/wage inflator, as stated in the Budget proposal act. We regulate personnel costs and other operating costs with +3.6 pct. and +5.5 pct. in 2024, respectively. The inflators regarding 2025 to 2027 are set at the 2024 level.

We elaborate on assumptions about income and costs in the sections below.

**Table 3: Framework Budget 2024-2027**

Budget items (DKK)	Budget 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027
Study activity grants and tuition fees	155,792	162,802	163,700	163,213	161,617
Education, base grants	42,457	44,320	44,318	44,318	44,318
Research, base grants	141,354	148,679	150,034	150,034	150,034
Other government grants	-16,905	-17,655	-17,659	-17,659	-17,659
External research grants	75,214	89,043	86,298	88,251	87,248
Facilities subleasing	8,200	4,244	4,244	4,244	4,244
Other commercial activities and grants	10,965	6,592	8,951	9,995	11,039
<b>Income</b>	<b>417,077</b>	<b>438,025</b>	<b>439,886</b>	<b>442,396</b>	<b>440,841</b>
Personnel costs	52,650	59,659	57,820	59,128	58,456
Other operating costs	7,521	11,576	11,219	11,473	11,343
<b>External research</b>	<b>60,171</b>	<b>71,235</b>	<b>69,039</b>	<b>70,601</b>	<b>69,799</b>
Personnel costs	125,910	122,695	123,640	123,577	123,510
Other operating costs	15,299	14,164	14,096	13,022	12,965
<b>Academic departments</b>	<b>141,209</b>	<b>136,859</b>	<b>137,736</b>	<b>136,599</b>	<b>136,475</b>
Personnel costs	104,678	108,429	108,245	108,352	108,203
Other operating costs	47,752	46,966	47,602	48,689	49,312
<b>Administrative departments</b>	<b>152,430</b>	<b>155,395</b>	<b>155,847</b>	<b>157,041</b>	<b>157,515</b>
<b>Building</b>	<b>62,305</b>	<b>70,556</b>	<b>70,556</b>	<b>70,556</b>	<b>70,556</b>
<b>Management pools</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
<b>Ordinary operating net costs</b>	<b>421,115</b>	<b>439,046</b>	<b>438,179</b>	<b>439,798</b>	<b>439,345</b>
<b>Profit from ordinary operations</b>	<b>-4,038</b>	<b>-1,020</b>	<b>1,708</b>	<b>2,598</b>	<b>1,497</b>
<b>Financial income and costs</b>	<b>909</b>	<b>1,519</b>	<b>1,519</b>	<b>1,519</b>	<b>1,519</b>
<b>Profit</b>	<b>-3,129</b>	<b>499</b>	<b>3,227</b>	<b>4,117</b>	<b>3,016</b>

## Student activity grants and tuition fees

In general, we assume the Budget Proposal Act presented by the Government in August (FFL 2024), is passed by Parliament without substantial changes regarding the university.

In table 4, we show the student activity forecast in student FTEs and DKK, which we base on the admission forecast in table 5 and rates from the Budget Proposal Act in table 6.

**Table 4: Student activity forecast**

Study Activity Forecast	Budget 2023		Forecast 2024		Forecast 2025		Forecast 2026		Forecast 2027	
	units	KDKK	units	KDKK	units	KDKK	units	KDKK	units	KDKK
Students, BSc	853	60.584	833	59.115	817	58.014	826	58.611	810	57.524
Students, MSc	911	64.681	953	67.656	987	70.049	963	68.387	958	68.046
Students, guests	30	2.130	40	2.840	40	2.840	40	2.840	40	2.840
Students, foreign scholarships	8	1.728	8	1.623	8	1.623	8	1.623	8	1.623
<b>Students, full-time (FTE)</b>	<b>1.802</b>	<b>129.123</b>	<b>1.834</b>	<b>131.234</b>	<b>1.852</b>	<b>132.526</b>	<b>1.837</b>	<b>131.461</b>	<b>1.817</b>	<b>130.033</b>
<b>Students, part-time (FTE)</b>	<b>51</b>	<b>11.344</b>	<b>44</b>	<b>9.136</b>	<b>49</b>	<b>10.253</b>	<b>53</b>	<b>10.955</b>	<b>54</b>	<b>10.995</b>
Employment bonus	100%	7.083	100%	7.206	77%	5.585	77%	5.540	77%	5.479
Excess study time bonus	100%	7.083	100%	7.206	100%	7.278	100%	7.219	100%	7.140
Quality		-0		0		0		0		0
<b>Bonuses</b>		<b>14.166</b>		<b>14.412</b>		<b>12.863</b>		<b>12.759</b>		<b>12.619</b>
<b>Other student activity</b>		<b>1.159</b>		<b>1.159</b>		<b>1.159</b>		<b>1.159</b>		<b>1.159</b>
<b>Total income from study activity</b>		<b>155.792</b>		<b>155.941</b>		<b>156.801</b>		<b>156.334</b>		<b>154.806</b>

The study activity forecast regarding BSc students rises in 2024 and declines throughout the period. This is due to the expected rise in BSc admission in 2023 as shown in table 5.

**Table 5: Student admission forecast**

Admission (Number of students)	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Budget 2023	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027
B-SWU	149	162	195	163	153	160	165	160	160	160	160
B-DDIT	59	62	55	59	55	59	61	59	59	59	59
B-GBI	69	72	95	95	64	60	72	60	60	60	60
B-DS	64	68	88	79	66	80	87	80	80	80	80
<b>BSc</b>	<b>341</b>	<b>364</b>	<b>433</b>	<b>396</b>	<b>338</b>	<b>359</b>	<b>385</b>	<b>359</b>	<b>359</b>	<b>359</b>	<b>359</b>
K-DDIT	139	139	133	106	118	115	113	115	115	115	115
K-DIM	159	129	128	136	132	130	146	130	130	130	130
K-SD	79	107	145	120	107	120	131	120	120	120	120
K-DS	0	0	0	37	36	30	33	30	30	30	30
K-CS	91	80	87	96	92	102	103	102	102	102	102
K-GAMES	49	52	43	55	38	50	65	50	50	50	50
<b>MSc</b>	<b>517</b>	<b>507</b>	<b>536</b>	<b>550</b>	<b>523</b>	<b>547</b>	<b>591</b>	<b>547</b>	<b>547</b>	<b>547</b>	<b>547</b>
M-ILM	40	42	41	24	35	40	18	40	40	40	40
<b>Master</b>	<b>40</b>	<b>42</b>	<b>41</b>	<b>24</b>	<b>35</b>	<b>40</b>	<b>18</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>
<b>Total</b>	<b>898</b>	<b>913</b>	<b>1010</b>	<b>970</b>	<b>896</b>	<b>946</b>	<b>994</b>	<b>946</b>	<b>946</b>	<b>946</b>	<b>946</b>

Table 5 shows the admission forecast for each study programme. Due to Covid-19, a government decision was made in 2020 to increase admissions in the university sector. In 2020 we increased our admission of BSc students by 18 pct. compared to 2019. In 2021 we increased admission due to STEM and Covid-19 funds. In 2022 there was a decrease in admission, both due to expiry of STEM and Covid-19 fund and because fewer than expected accepted the admission offer. In 2023 a larger number of admissions is expected.

**Table 6: Student activity rates**

<b>Student activities rates (DKK)</b>	<b>2023 p/w 2023</b>	<b>2024 p/w 2024</b>	<b>2025 p/w 2024</b>	<b>2026 p/w 2024</b>	<b>2027 p/w 2024</b>
Government Grant, BSc (FTE)	71,000	74,100	74,100	74,100	74,100
Government Grant, MSc (FTE)	71,000	74,100	74,100	74,100	74,100
Government Grant, Guest students (FTE)	71,000	74,100	74,100	74,100	74,100
Employment rate target	0.0%	0.0%	94.8%	94.8%	94.8%
Excess study time target months	4.0	4.0	4.0	4.0	4.0
Government Grant, part-time ILM (FTE)	30,600	31,900	31,900	31,900	31,900
Tuition fee, part-time students	85,000	85,000	85,000	85,000	85,000

Table 6 shows the student activity rates from the Budget Proposal Act for 2024.

Please note, there is no employment rate target in 2023 and 2024. The employment bonus is set at 100 pct. as shown in table 4 due to a government decision to nullify any negative COVID-19 effects on employment rates.

### **Base grants for education and research**

In general, we assume the Budget Proposal Act presented by the Government in August (FFL 2024), is passed by Parliament without substantial changes regarding the university.

Base grants for education and research are stable throughout the period.

### **Other government grants**

In general, we assume the Budget Proposal Act presented by the Government in August (FFL 2024), is passed by Parliament without substantial changes regarding the university.

Other government grants are negative by DKK 17.6 M in 2024 and onwards.

The negative grant of DKK 17.6 M is a result of the SEA reform implemented in 2020 which lowered the rent on state buildings such as Rued Langgaards Vej to the market level, thus making it less attractive for the universities to seek out other landlords. Simultaneously, the reform lowered government grants by the same amount (DKK 17.2 M).

### **External research grants**

Due to a high historic success in taking home awards in recent years, income from external research grants shows an increase in 2024 compared to Budget 2023. We expected income from external research grants to increase in the following years, as shown in table 7.

As in previous years we expect an average overhead contribution of 25 pct. for administration and infrastructure.

**Table 7: Awards by year of award date**

External research funding	Actual 2020	Actual 2021	Actual 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027
Awards	87,640,000	96,200,000	92,600,000	73,000,000	76,000,000	80,000,000	85,000,000	90,000,000

## Facilities subleasing

Compared to Budget 2023, Facilities subleasing has decreased to DKK 4.2 M in 2024 and onwards. As of 2024, we apply a more cautious forecast. The forecast is set at the current level of subleasing, i.e., 43 pct. office space available for subleasing from 2024 and onwards.

## Other commercial activities and grants

Other income from administrative departments has decreased in 2024 compared to budget 2023, as we have adjusted budget downwards regarding ITU Professional Courses to a level equivalent to previous years. We expect a steady increase in ITU Professional courses in the following years.

## Academic departments

Academic departments consist of costs regarding Computer Science, Digital Design, Business IT, the Dean of Education, the PhD School and the Library.

Recruiting and hiring of academic staff follows a standard set by Executive Management on teaching efficiency. As in previous years the teaching efficiency is set at 1,567 ECTS per teaching FTE.

As study activity slightly drops throughout the period (table 4), we allocate resources to the academic departments according to the teaching efficiency.

As in previous years, we do not expect the three academic departments to utilize their full salaries budget. Thus, we use a factor of 98 pct., not a 100 pct., when we include the salaries in the Framework Budget.

## Administrative departments

Administrative departments consist of costs regarding Student Affairs and Programmes, the Communication Department, the IT Department, Facilities Management, the Department of Finance, HR, Executive Management and finally provisions for holiday pay, parental leave, taxes, and other company matters.

In general, we allocate additional resources to the administrative departments from management reserves upon requests and within the average of the Danish university sector administrative/academic staff ratio of app. 0.74.

The administrative personnel costs have increased in 2024 and onwards compared to Budget 2023. This is due to transfers from Management pools to support a larger faculty, student admission and increased external funding.

As of 2024 and onwards, we do not expect the administrative departments to utilize their full salaries budget. Thus, we use a factor of 97 pct., not 100 pct., when we include the salaries in the Framework Budget.

### **Building costs**

Building costs consist of rent including property taxes and other building costs according to the Danish Facilities Management Benchmark (DFM-benchmark). The DFM-benchmark includes costs for building maintenance, installations, utility companies, cleaning, security, and other services.

Due to a general increase in costs regarding building maintenance, cleaning contract and new canteen provider, costs have increased compared to budget 2023.

### **Management pools**

The management pools will be DKK 5.0 M each year from 2024 and onwards to support strategic actions in the years to come.

Executive Management allocates the funds to the academic departments, the administrative departments or building costs upon request.

### **Financial income and costs**

Financial income and cost are return on investment in the securities portfolio of the IT University and bank deposit interests. The IT University has a significant surplus operating cashflow, which we place in a security portfolio to secure a decent interest.

The return on investment may fluctuate somewhat in the short term, but in the long term we secure a decent interest of DKK 0.9 M of our surplus cash flow.

As of 2024, interest rates on bank deposits have returned, which increased the financial income slightly.

## Uncertainties regarding the Framework Budget

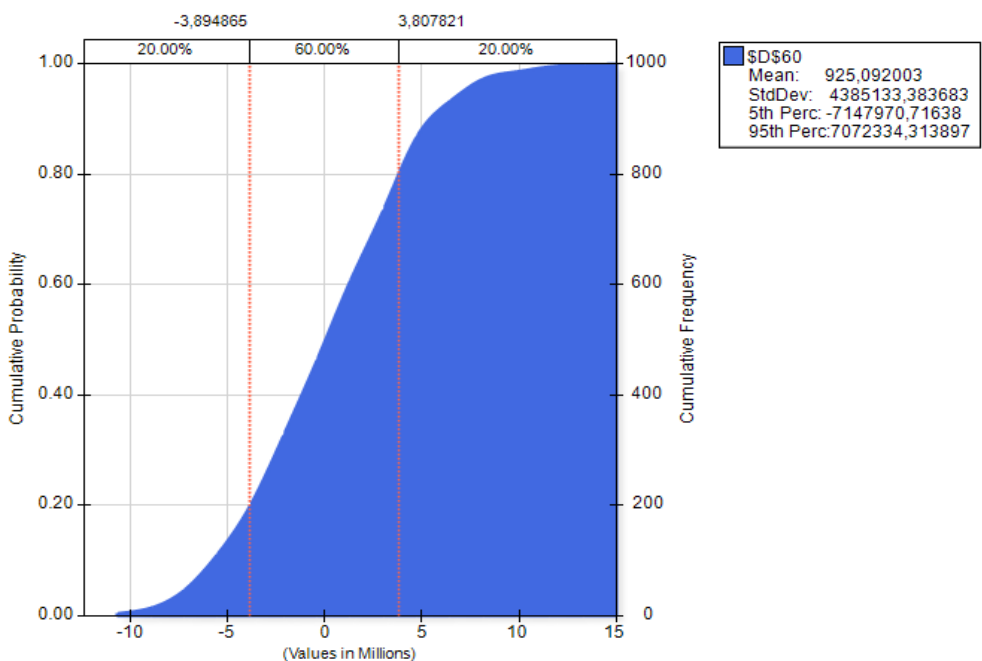
The ordinary operating uncertainties, which could affect the Framework Budget, include production of full-time and part-time student FTE, external research funding, self-insurance, financial income, government regulation, and educational reforms. Figure 1 displays a simulation where some of these uncertainties have been compared to the Framework Budget result.

The simulation in figure 1 indicates that the probability of the actual result being at least DKK 3.9 M less than the budgeted result of DKK 0.5 M is approx. 20 pct. Equally, the probability of the actual result being at least DKK 3.8 M more than the budgeted result of DKK 0.5 M is approx. 20 pct.

The simulation is described in more detail in the confidential appendix “Uncertainties related to framework budget 2024”.

The simulation does not include specific operating risks such as a new study administration system and the new educational reform. Please consult the section about specific operating risks in appendix “Uncertainties related to framework budget 2024”.

**Figure 1: Operating uncertainties related to end year result 2023**



## Enclosure 5

### ITU Student Admission 2023

#### BSc admission 2023

##### Applications

From 2022 to 2023: 6 % increase for 1<sup>st</sup> priority applications.

BSc Programme	Applications 2020* (1st priority)	Applications 2021* (1st priority)	Applications 2022 (1st priority)	Applications 2023 (1st priority)
Software Development	325	311	255	235
Digital Design & Interactive Technologies	119	141	96	138
Global Business Informatics	120	107	119	122
Data Science**	199	246	257	279
<b>Total</b>	<b>763</b>	<b>805</b>	<b>727</b>	<b>774</b>

\* The covid19 years 2020 and 2021 were special years with very high number of applications.

\*\*Data Science is the only BSc programme with international student admission and the share of applications that are qualified are lower than for the other programmes with only Danish student admission.

##### Budget and Offer of Admission

The Government provided more funding to increase the admission on STEM programmes in 2020 only. The Government also provided funding to increase the admission in 2020 and 2021, due to Covid19, as many young people had to give up their gap year(s). In 2022 all universities including ITU experienced higher numbers of students rejecting the offer of admission and therefore the number of offers of admission is higher in 2023 to reach the budget by 1<sup>st</sup> October.

BSc Programme	Offer of Admission 2020	Offer of Admission 2021	Offer of Admission 2022	Offer of Admission 2023	Budget 2023 (1st October)
Software Development	222	180	176	185	160
Digital Design & Interactive Technologies	64	66	69	76	59
Global Business Informatics	108	111	70	79	60
Data Science	110	100	101	115	80
<b>Total</b>	<b>504</b>	<b>457</b>	<b>416</b>	<b>455</b>	<b>359</b>

##### Grade Point Average and Gender Distribution

Statistics for applicants offered admission.

BSc Programme	Grade Point Average (quota 1)	Men %	Women %
Software Development	7,6	75%	25%
Digital Design & Interactive Technologies	8,7	30%	70%
Global Business Informatics	8,3	52%	48%



<b>Data Science</b>	6,8	62%	38%
<b>Total</b>		<b>60%</b>	<b>40%</b>

## MSc admission 2023

### Applications

From 2022 to 2023: 22 % increase.

MSc Programme	All applications 2020*	All applications 2021	All applications 2022	All applications 2023
<b>Digital Innovation &amp; Management</b>	289	342	267	375
<b>Digital Design &amp; Interactive Technologies</b>	223	244	230	275
<b>Software Design</b>	413	385	349	429
<b>Computer Science</b>	259	253	232	275
<b>Games</b>	147	155	145	156
<b>Data Science</b>	-	151	174	191
<b>Total</b>	<b>1331</b>	<b>1530</b>	<b>1397</b>	<b>1701</b>

\*MSc application deadline was 1<sup>st</sup> March 2020, so just before covid lock down.

### Budget and Offer of Admission

In 2022 all universities including ITU experienced higher numbers of students rejecting the offer of admission and therefore the number of offers of admission is higher in 2023 to reach the budget by 1<sup>st</sup> October.

MSc Programme	Offer of Admission 2020	Offer of Admission 2021	Offer of Admission 2022	Offer of Admission 2023	Budget 2023 (1st October)
<b>Digital Innovation &amp; Management</b>	175	178	177	200	130
<b>Digital Design &amp; Interactive Technologies</b>	156	135	145	147	115
<b>Software Design</b>	181	168	169	205	120
<b>Computer Science</b>	150	155	151	167	102
<b>Games</b>	64	73	68	98	50
<b>Data Science</b>	-	63	72	79	30
<b>Total</b>	<b>726</b>	<b>772</b>	<b>782</b>	<b>896</b>	<b>547</b>

### Gender Distribution

Statistics for applicants offered admission.

MSc Programme	Men %	Women %
<b>Digital Innovation &amp; Management</b>	38%	62%
<b>Digital Design &amp; Interactive Technologies</b>	37%	63%
<b>Software Design</b>	58%	42%
<b>Computer Science</b>	77%	23%
<b>Games</b>	74%	26%
<b>Data Science</b>	66%	34%
<b>Total</b>	<b>56%</b>	<b>44%</b>



**Forretningsorden**  
**Bestyrelsen**  
**IT-Universitetet i København (ITU)**

**§ 1 Forretningsordenens hjemmel**

Denne forretningsorden oprettes i henhold til vedtægterne for IT-Universitetet i København, § 7, nr. 14.

**§ 2 Aldersgrænse**

Bestyrelsesmedlemmer udtræder af bestyrelsen senest med udgangen af det kvartal, hvori medlemmet fylder 70 år.

**§ 3 Uddannelse af bestyrelsesmedlemmer**

Rektor introducerer nye medlemmer af bestyrelsen, herunder en eventuel ny formand, til ITU, herunder rammerne for ITU's virke, og ITU's universitetsdirektør introducerer nye bestyrelsesmedlemmer til ITU's økonomi.

Stk. 2 Der kan efter aftale med rektor afholdes relevante supplerende kurser for formanden for bestyrelsen og bestyrelsesmedlemmerne.

**§ 4 Oplysninger om inhabilitet**

Nye bestyrelsesmedlemmer er forpligtet til straks ved deres indtræden at orientere bestyrelsen om ethvert forhold, der kan have betydning for deres habilitet i forbindelse med bestyrelsesarbejdet.

**§ 5 Bestyrelsesmødernes antal og indkaldelse**

Bestyrelsesmøder afholdes mindst tre gange årligt og i øvrigt, når formanden anser det fornødent, samt når det begæres af et bestyrelsesmedlem eller et medlem af ITU's direktion/rektor. Herudover afholdes et årligt strategiseminar. Ordinære bestyrelsesmøder og det årlige strategiseminar afholdes efter en forud fastlagt og offentliggjort mødeplan, typisk én gang i kvartalet, kl. 14.00 – 17.00. Mødeplanen udarbejdes efter følgende retningslinjer:

- medio april: bestyrelsesmøde med henblik på godkendelse af årsregnskab for det foregående år (tidspunktet er fastlagt under hensyntagen til, at bestyrelsen skal underskrive årsregnskab inden 15. april), drøftelse af målopfyldelse for det afsluttede år, drøftelse af regnskabstal for det afsluttede år
- primo juni: strategiseminar, herunder drøftelse af overordnede økonomiske rammer og fordeling af midler til forskellige formål,
- medio september: bestyrelsesmøde med henblik på udarbejdelse af udkast til strategiske fokusområder for det kommende år samt råudkast til budget, selvevaluering af bestyrelsens arbejde, evaluering af den daglige universitetsledelses arbejde og af samarbejdet mellem bestyrelsen og universitetets daglige ledelse, og arbejdsplan for det følgende års møder,
- ultimo november: bestyrelsesmøde med henblik på vedtagelse af budget, måltal for det kommende år.

Stk. 2 Mødeplan udarbejdes for et kalenderår ad gangen og besluttet senest ved det næstsidste ordinære bestyrelsesmøde i et kalenderår. Mødeplanen indeholder angivelse af ordinære møder, formøder mellem formanden for bestyrelsen og rektor samt dato for udsendelse af dagsorden.

Stk. 3 Der kan ved behov indkaldes til ekstraordinært bestyrelsesmøde med henblik på behandling af pludseligt opståede, presserende sager eller i forbindelse med tilbagekaldelse af en af bestyrelsen tidligere truffet beslutning, jf. § 7, stk. 12. Dato og tidspunkt for et ekstraordinært bestyrelsesmøde fastlægges af formanden for bestyrelsen i samarbejde med rektor og indkaldes med længst muligt varsel.

Stk. 4 Hvis det bliver nødvendigt at ændre mødedato og/eller -tidspunkt for et allerede fastlagt møde, tilstræbes det, at mødet lægges sådan, at alle bestyrelsesmedlemmer kan være til stede på den ændrede dato og/eller det ændrede tidspunkt.

## § 6 Dagsorden

Dagsorden til bestyrelsesmøderne udarbejdes af rektor og skal indeholde angivelse af, hvilke sager der er til behandling, de til sagen hørende bilag (nummereret fortløbende) samt rektors uddybende kommentarer til sagerne. Dagsordenen skal herudover indeholde angivelse af, om de respektive sager er til beslutning, drøftelse eller orientering.

- Stk. 2 På hvert bestyrelsesmøde skal dagsordenen mindst indeholde følgende punkter:
1. Endelig godkendelse af referat fra sidste møde
  2. Orientering fra rektor
  3. Regnskabsopfølgning
  4. Eventuelt
- Stk. 3 Emner, som et medlem af bestyrelsen ønsker drøftet på et kommende møde, indsendes skriftligt til rektor senest 8 dage før rektors formøde med bestyrelsesformanden. Dette formøde finder sted, når forslag til dagsordenen og rektors kommentarer til dagsordenen er udarbejdet, og sådan at endelig dagsorden, kan udsendes til bestyrelsens medlemmer minimum 8 dage før bestyrelsesmødet.
- Stk. 4 Rektor er forpligtet til at inkludere alle rettidigt indkomne skriftlige forslag til dagsorden i det materiale, som rektor fremsender til bestyrelsesformanden inden det i stk. 3 omtalte formøde.
- Stk. 5 Sager, der af rektor forelægges til beslutning i bestyrelsen, bør være så vidt færdigbehandlede, at der kun resterer bestyrelsens stillingtagen. I tvivlstilfælde er det bestyrelsen, der afgør hvilke sager, den vil behandle.
- Stk. 6 Bestyrelsesformanden træffer i samråd med rektor beslutning om hvilke sager, der behandles som Fortrolig Information, jf. § 9. Bestyrelsesmedlemmerne er forpligtet til indtil bestyrelsesmødets afholdelse at respektere beslutningen om, hvilke sager der behandles som Fortrolig Information.

## § 7 Bestyrelsesmøderne

Bestyrelsesmøderne ledes af formanden.

- Stk. 2 Bestyrelsesmøderne afholdes som udgangspunkt på ITU's adresse, men kan dog, hvis formanden beslutter det, afholdes andetsteds.
- Stk. 3 Bestyrelsesmøder afholdes på engelsk, hvis mindst én af deltagerne ikke taler dansk; ellers på dansk. Skriftligt materiale udarbejdet internt og vedlagt til brug på bestyrelsesmøder skal være på engelsk. Dette inkluderer dagsorden, rektors bemærkninger til dagsordenspunkterne og alle bilag udarbejdet internt efter den 1. oktober 2011. Bilag, som ikke er udarbejdet på universitetet eller er skrevet før den 1. oktober 2011, kan være på

dansk. Fra den 1. oktober 2011 skrives referater fra møderne kun på engelsk. I overensstemmelse med universitetets sprogpolitik bør oversættelse af dokumenter fra dansk til engelsk og engelsk til dansk undgås; dokumenter bør kun findes på engelsk eller dansk, ikke både dansk og engelsk.

- Stk. 4 Afbud til et indkaldt møde meddeles umiddelbart til rektor.
- Stk. 5 Bestyrelsesmøderne er offentlige. Bestyrelsen kan imidlertid beslutte, at en sag behandles for lukkede døre, såfremt sagens karakter tilsiger dette, jf. § 8 i vedtægterne for IT-Universitetet i København.
- Stk. 6 I tilfælde af formandens forfald eller inhabilitet varetager næstformanden, såfremt en sådan er udpeget, formandens opgaver i henhold til vedtægter og forretningsordenen og de formanden i vedtægter og forretningsordenen tillagte beføjelser og pligter.
- Stk. 7 Et bestyrelsesmedlem, der er inhabil i relation til et spørgsmål, der behandles i bestyrelsen, har pligt til straks at underrette bestyrelsen om dette. Bestyrelsen beslutter, om medlemmet må deltage i behandlingen af det relevante spørgsmål.
- Stk. 8 Bestyrelsen er beslutningsdygtig, når mindst fire medlemmer samt formanden er til stede. Bestyrelsen træffer afgørelser ved simpel stemmeflerhed og ved mundtlig afstemning; dog kræves til vedtagelse af forslag til budget, ansættelse og afskedigelse af rektor og ITU's øvrige øverste ledelse, strategi for ITU's langsigtede virksomhed og ledelse, større afvigelser fra det af bestyrelsen vedtagne budget og vedtægtsændringer, at mindst fem medlemmer af bestyrelsen og formanden er til stede, samt at mindst fem medlemmer og formanden stemmer for forslaget. Ved stemmelighed er formandens stemme afgørende.
- Stk. 9 Bestyrelsen kan træffe afgørelser ved skriftlig votering, dog ikke i de spørgsmål, til hvis vedtagelse der kræves, at mindst fem bestyrelsesmedlemmer og formanden stemmer for.
- Stk. 10 Bestyrelsesmedlemmer, som er forhindret i at være til stede ved et bestyrelsesmøde, kan stemme ved skriftlig fuldmagt.
- Stk. 11 Et flertal af bestyrelsens medlemmer kan ved et bestyrelsesmøde træffe beslutning om at ændre bestyrelsesformandens og rektors afgørelse om, at information behandles som Fortrolig Information, til at informationen eller

en sammenfatning heraf behandles som Offentlig Tilgængelig Information, jf. § 9.

- Stk. 12 Den samlede bestyrelse træffer umiddelbart efter behandlingen af en sag ved et bestyrelsesmøde beslutning om, hvorvidt hele eller dele af refereringen af sagen skal være Fortrolig Information, jf. § 9.
- Stk. 13 Bestyrelsen kan i ganske særlige tilfælde, og da kun ved et bestyrelsesmøde, tilbagekalde en af bestyrelsen truffet beslutning. En sådan tilbagekaldt beslutning offentliggøres på sædvanlig vis på internettet med tydelig angivelse af, at det drejer sig om en tilbagekaldt beslutning. En tilbagekaldt beslutning offentliggøres ikke, hvis det drejer sig om Fortrolig Information, jf. § 9.

## § 8 Referat

Referenten udarbejder et beslutningsreferat med tydelig angivelse af

- tid og sted for mødet
- deltagere
- dagsorden
- konklusioner og trufne beslutninger.

Herudover skal referatet indeholde væsentlige synspunkter til et givent emne tilkendegivet af formanden eller bestyrelsens medlemmer. Formanden/et bestyrelsesmedlem har herudover ret til at få anført en evt. mindretalstilkendegivelse

- Stk. 2 Referatet udsendes til bestyrelsens medlemmer senest 8 dage efter et afholdt møde og skal indeholde angivelse af 8 dages indsigelsesfrist. Er der ikke modtaget skriftlige indsigelser inden udløbet af denne frist, betragtes referatet som godkendt, og på mødet trufne beslutninger og tiltag kan derefter effektueres, og referatets Offentlig Tilgængelig Information kan offentliggøres, jf. § 11, stk. 1.

Forekommer der inden udløbet af indsigelsesfristen indsigelser af væsentlig karakter, skal der udsendes et revideret referat (med og uden korrekturtegn) til bestyrelsens medlemmer med yderligere 8 dages indsigelsesfrist.

Er der ikke efter udløbet af denne indsigelsesfrist yderligere indsigelser, kan referatet offentliggøres. Hvis der er yderligere indsigelser efter udløbet af

denne indsigelsesfrist, afventer offentliggørelse af referatet godkendelse ved førstkommende bestyrelsesmøde.

- Stk. 3 Referatet godkendes formelt som første punkt på det næstkommende bestyrelsesmøde.
- Stk. 4 Medlemmer af bestyrelsen, som ikke har deltaget i et bestyrelsesmøde, er forpligtet til at gøre sig bekendt med indholdet af referatet fra det relevante møde.

## § 9 Åbenhed

Studerende, ansatte og andre interesserede har som hovedregel adgang til information om bestyrelsens arbejde, herunder dokumenter om beslutningsgang (dagsorden m.v.), beslutningsgrundlag og bestyrelsesbeslutninger samt begrundelse. Bestyrelsen kan imidlertid undtagelsesvis undlade at give denne adgang, hvis sagernes karakter gør dem særligt følsomme. Der sondres i den forbindelse mellem to typer information; Fortrolig Information og Offentlig Tilgængelig Information.

- Stk. 2 Ved Fortrolig Information forstås information, som formanden og bestyrelsens medlemmer forventes ikke at videregive til personer uden for bestyrelsen. Som eksempel på Fortrolig Information kan nævnes personsager (for eksempel ansættelse af rektor), økonomisk følsomme spørgsmål eller overvejelser om strategiske alliancer.
- Stk. 3 Ved Offentlig Tilgængelig Information forstås information, som ethvert medlem af offentligheden kan få adgang til.
- Stk. 4 Et dokument eksempelvis en dagsorden eller et referat kan indeholde såvel Fortrolig Information som Offentlig Tilgængelig Information. Hvis dette er tilfældet, betragtes dokumentet som Fortrolig Information. I tilknytning til den Fortrolige Information i dokumentet angives en kort begrundelse herfor. En offentlig tilgængelig version af dokumentet skal udarbejdes.
- Stk. 5 Når et dokument indeholder såvel Fortrolig Information som Offentlig Tilgængelig Information, skal det klart være angivet, hvilke dele af informationerne der er fortrolige.
- Stk. 6 Samtidig med at dagsordenen og baggrundsmateriale tilsendes bestyrelsens medlemmer, jf. § 6, stk. 3, offentliggøres den offentligt tilgængelige version af materialet på ITU's internetside, jf. 11, stk. 1.



Stk. 7 Bestyrelsesmedlemmer er berettiget til at drøfte Offentligt Tilgængelig Information med enhver, der har interesse i dette, også inden bestyrelsesmødet.

## § 10 Interne høringer

Rektor kan inden et bestyrelsesmøde bestemme at sende information, som påtænkes fremlagt for bestyrelsen, til intern høring blandt studerende og ansatte eller udvalgte grupper af disse.

Stk. 2 Hvis Fortrolig Information i forbindelse med en intern høring gøres tilgængelig for udvalgte grupper af studerende og ansatte, skal rektor orientere repræsentanten for ITU's videnskabelige personale, repræsentanten for det tekniske og administrative personale på ITU og repræsentanterne for de studerende på ITU i bestyrelsen om dette, herunder om hvem den Fortrolige Information er udleveret til. Repræsentanten for ITU's videnskabelige personale, for det tekniske og administrative personale og repræsentanterne for de studerende på ITU i bestyrelsen er herefter berettiget til at drøfte den relevante Fortrolige Information med de personer, som rektor har udleveret informationen til.

## § 11 Kommunikationspolitik

Universitetslovens krav om åbenhed i bestyrelsens arbejde forvaltes ved, at der oprettes en hjemmeside på ITU's internet-site med følgende indhold:

- bestyrelsens sammensætning (fx navn, titel, virksomhed, kontaklinformation)
- valgeregler
- forretningsorden
- mødeplan
- Offentligt Tilgængelige Versioner af dagsordener, jf. § 9 stk. 3.
- Offentligt Tilgængelige Versioner af referater, jf. § 8 stk. 2.
- yderligere Offentligt Tilgængelige Versioner af materiale efter aftale med bestyrelsens medlemmer eller på foranledning af rektor.

Stk. 2 Rektor repræsenterer bestyrelsen i forhold til ansatte og studerende på ITU, medmindre bestyrelsen eller bestyrelsesformanden konkret beslutter andet.

Stk. 3 Uden for bestyrelsesmøderne udtaler bestyrelsesmedlemmer sig ikke i deres egenskab heraf til pressen om ITU, medmindre bestyrelsen eller bestyrelsesformanden konkret beslutter andet.

Stk. 4 Rektor repræsenterer i det daglige ITU udadtil i overensstemmelse med bestyrelsens instrukser og synspunkter, i det omfang der er tale om et bestyrelsesanliggende.

## § 12 Bestyrelsens formand

Bestyrelsesformanden er talsmand for bestyrelsen og varetager den løbende kontakt til rektor mellem bestyrelsesmøderne.

## § 13 Ændringer og tillæg

Ændringer eller tillæg til forretningsordenen kan ske, såfremt et flertal af bestyrelsens medlemmer stemmer herfor.

Stk. 2 Forretningsordenen gennemgås årligt af bestyrelsen med henblik på at sikre, at den altid er tilpasset universitetets behov.


## § 14 Udlevering af forretningsordenen

En kopi af den til enhver tid gældende forretningsorden udleveres til bestyrelsens medlemmer og rektor. Disse modtager ligeledes et eksemplar af ITU's vedtægter.

Stk. 2 Såfremt nye medlemmer indtræder i bestyrelsen, skal forretningsordenen gennemgås med disse med henblik på at sikre, at medlemmet har gjort sig bekendt med og forstår denne forretningsorden.

Således besluttet og godkendt ved bestyrelsesmøde, torsdag den 20. september 2018

På bestyrelsens vegne



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Maria Rørbye Rønn

Formand

**Enclosure 5b**

Journalnr.: 021-0003

**Rules of Procedure****The Board****IT University of Copenhagen (ITU)****§ 1 Authority of the Rules of Procedure**

These Rules of Procedure are drawn up according to the regulations for the IT University of Copenhagen, § 7, no. 14.

**§ 2 Age limit**

Members of the Board should resign, at the latest, by the end of the quarter when the member reaches 70 years.

**§ 3 Training of Board Members**

The Vice Chancellor introduces all new Members of the Board, including a possible new Chairman, to the ITU and its guidelines of activities. The ITU's University Director introduces new Members of the Board to the ITU's finances.

Ss. 2 By agreement with the Vice Chancellor relevant supplementary courses can be given to the Chairman of the Board and the Members of the Board.

**§ 4 Information about incapacity**

When joining, the new Members of the Board are immediately obliged to inform the Board of any circumstances that can be of importance to the Member's capacity in connection with being on the Board.

## § 5 Numbers and summons of Board Meetings

Board meetings are held at least three times a year, and otherwise, when the Chairman of the Board finds it necessary or, when requested by a Member of the Board or the ITU Executive Management. Beyond this, a yearly Strategy Seminar is held. The regular Board meetings and the yearly strategy seminar are held according to a previously determined and public available plan, typically once every quarter at 14:00 – 17:00. The meeting plan is worked out according to the following guidelines:

- In the middle of April: Board meeting concerning approval of annual accounts of the previous year (the time is determined in consideration for the Board's signing of the annual accounts before April 15); discussion of fulfillment of goals for the ended year; discussion of accounting figures for the ended year.
- At the beginning of June: Strategy seminar, including discussion of overriding financial guidelines and dispersion of means for different purposes.
- Mid-September: Board meeting working out a draft of strategic focus areas for the coming year and first draft of budget; self-evaluation of the Board's work; evaluation of the work of the Executive Management of the University and of the cooperation between the Board and the Executive Management of the University; and the work schedule of the meetings for the following year.
- At the end of November: Board meeting concerning budget decision; goal figures for the coming year.

Ss. 2 Meeting plan is worked out for one calendar year at a time and is decided, at the latest, at the second last regular board meeting in the calendar year. The meeting plan contains specifications of regular meetings, pre-meetings between the Chairman of the Board and the Vice Chancellor, and dates for sending out the minutes.

Ss. 3 If needed, an extraordinary Board Meeting is summoned concerning the consideration of sudden, urgent business, or in connection with retraction of a previous decision of the board, cf. § 7, subs. 12. Date and time of an extraordinary Board Meeting is determined by the Chairman of the Board, in cooperation with the Vice Chancellor and is summoned with the longest possible notice.

- Ss. 4 If it becomes necessary to change date and/or time of a previously scheduled meeting, it is aimed to plan the meeting so that all Board Members can be present at the changed date and/or time.

## § 6 Agenda

Agendas for the Board Meetings are worked out by the Vice Chancellor and must specify which matters are being discussed, the enclosures belonging to the matter (numbered consecutively), and the Vice Chancellor's comments, elaborating on the matters. In addition to this, the agenda must specify whether the respective matters are for decision, discussion or briefing.

- Ss. 2 At every Board Meeting, the agenda must contain at least the following items:
1. Final approval of minutes from the previous meeting
  2. Briefing by the Vice Chancellor
  3. Follow-up on accounts
  4. Any Other Business
- Ss. 3 Items, which a Member of the Board wishes to be discussed at a future meeting, are sent in writing to the Vice Chancellor, at the latest, 8 days previous to the Vice Chancellor's pre-meeting with the Chairman of the Board. This pre-meeting takes place when proposals for the agenda and the Vice Chancellor's comments on the agenda are worked out, so that a final agenda can be sent out to the Members of the Board, with a minimum of 8 days previous to the Board Meeting.
- Ss. 4 The Vice Chancellor is under obligation to include all suggestions in writing received in time for the agenda in the material that the Vice Chancellor sends to the Chairman of the Board, previous to the meeting mentioned in subsection 3.
- Ss. 5 Matters, which the Vice Chancellor lays before the Board, ought to be finalized to the point, that only requires the Board to take a stand. In case of doubt, it is for the Board to decide which cases to consider.
- Ss. 6 The Chairman of the Board decides in concert with the Vice Chancellor which matters are considered as Confidential Information, cf. § 9. Until the

meeting is held, the Board Members are under an obligation to respect the decision on which matters to consider as Confidential Information.

## § 7 Board Meetings

The Board Meetings are managed by the Chairman.

- Ss. 2 As starting point, the Board Meetings take place at the IT University´s address, but can take place elsewhere, if the Chairman decides so.
- Ss. 3 Board Meetings are conducted in English, if at least one participant does not speak Danish; otherwise in Danish. Written material prepared in-house and enclosed for use at Board Meetings must be in English. This includes the agenda, the Vice Chancellor´s comments on the items of the agenda, and all enclosures prepared in-house after October 1<sup>st</sup>, 2011. Enclosures that are not authored at the University or are written before October 1<sup>st</sup>, 2011, may be in Danish. As from October 1<sup>st</sup>, 2011, minutes from the meetings will be in English only. In accordance with the language policy of the University, translation of documents from Danish into English and English into Danish should be avoided; documents should exist in English or Danish, not in both Danish and English.
- Ss. 4 Regrets for a summoned meeting are communicated immediately to the Vice Chancellor.
- Ss. 5 The Board Meetings are public. However, the Board can decide that a matter is considered behind closed doors if the character of the matter requires this, cf. § 8 in the regulations of the IT University of Copenhagen.
- Ss. 6 In case of the Chairman is prevented from attending or being disqualified, the Deputy Chairman, if such is appointed, manages the Chairman´s job according to regulations and rules of procedure, and the authorities and duties given to the Chairman in regulations and rules of procedure.
- Ss. 7 A Board Member, who is disqualified in relation to a matter considered by the Board, has a duty to immediately inform the Board about this. The Board decides whether the Member can join the consideration of the matter in question, or not.
- Ss. 8 The Board forms a quorum when at least four Members and the Chairman are present. The Board decides on a matter by simple majority of votes and

by verbal voting; however, for decision on budget proposal, engagement and dismissal of Vice Chancellor and the rest of the University's Executive Management, strategy for the University's long-term activities and management, major deviations from the Board's decided budget and change of regulations, at least five Members of the Board and the Chairman must be present, and at least five Members and the Chairman must vote in favor of the proposal. When there is a parity of votes, the Chairman's vote is decisive.

- Ss. 9 The Board can make decisions by voting in writing, however not on those matters to which a decision demands that at least five Members of the Board and the Chairman vote in favor for.
- Ss 10 A Board Member, who is prevented from being present at a Board Meeting, can vote by written authority.
- Ss. 11 At a Board Meeting, a majority of the Board Members can decide to change the Chairman of the Board's and the Vice Chancellor's decision on handling information as Confidential Information, so that this information or a summary of this is handled as Public Available Information, cf. § 9.
- Ss. 12 The joint Board decides immediately after the discussion of a matter at a Board Meeting whether the total or parts of the minutes of the matter have to be Confidential Information, cf. § 9.
- Ss. 13 In very special cases and only at a Board Meeting, the Board can withdraw a decision made by the Board. Such a withdrawn decision is made public the usual way on the internet, with clear specification that it concerns a withdrawn decision. A withdrawn decision is not made public available, if it concerns Confidential Information, cf. § 9.

## § 8 Minutes

The minutes taker writes the resolution minutes with clear specification of

- time and place for the meeting
- participants
- agenda
- conclusions and decisions

In addition to this, the minutes must contain important opinions on a specific issue expressed by the Chairman or the Members of the Board. The Chairman/a Member of the Board also has the right to get stated a possible note of dissent.

Ss. 2 The minutes are sent to the Members of the Board, at the latest, 8 days after a held meeting, and must contain specification of 8 days for the deadline for objections. If no objections are received in writing within this deadline, the minutes are regarded as approved, and decisions made at and initiatives taken at the meeting subsequently can be effectuated, and the Public Available Information of the minutes can be made public, cf. § 11, ss. 1.

If objections of essential character do occur within the deadline of objections, revised minutes (with and without proofreader´s marks) must be sent out to the Members of the Board with a further 8 days for the deadline for objections.

If there are no objections after this deadline of objections, the minutes can be made public. If there are further objections after this deadline of objections, the publication of the minutes awaits approval at the next Board Meeting.

Ss. 3 The minutes are formally approved as the first issue at the next Board Meeting.

Ss. 4 Members of the Board, who have not been present at a Board Meeting, are obliged to acquaint themselves with the contents of the minutes from the relevant meeting.

## § 9 Openness

Students, staff and others interested have, as a principal rule, access to information on the Board´s work, including documents on the decision process (agenda etc.), basis for Board decisions and their arguments. However, in exceptional cases the Board can deny this access, if the character of the matters makes them exceptionally sensitive. Regarding these matters are two types of information distinguished; Confidential Information and Public Available Information.

Ss. 2 Confidential Information is information, which the Chairman and the Members of the Board are expected not to pass on to persons outside of the Board. Examples of Confidential Information can be mentioned personal



matters (for example, hiring of the Vice Chancellor), financially sensitive questions, or considerations on strategic alliances.

- Ss. 3 Public Available Information is information, which any member of the public has access to.
- Ss. 4 A document, for example, an agenda or minutes, can contain Confidential Information as well as Public Available Information. If such is the case, the document is considered as Confidential Information. In connection with the Confidential Information in the document is specified a short explanation. A Public Available version of the document must be worked out.
- Ss. 5 When a document contains Confidential Information, as well as Public Available Information, it must be clearly specified which parts of the information are confidential.
- Ss. 6 At the same time as the Agenda and the background material are sent to the Members of the Board, cf. § 6, ss. 3, the Public Available version of the material is made public at the University's webpage, cf. § 11, ss. 1.
- Ss. 7 Board Members are entitled to discuss Public Available Information with anyone who has an interest in this, also previous to the Board Meeting.

## **§ 10 Internal submissions**

Previous to a Board Meeting, the Vice Chancellor can decide to submit information, which is intended to be presented to the Board, to students and employees, or selected groups of such.

- Ss. 2 If Confidential Information in connection with an internal submission is made public to selected groups of students and employees, the Vice Chancellor must inform the representative for the University's researchers, the representative for the technical and administrative staff at the University, and the representatives for the University's students about this, including to whom the Confidential Information has been given. The representative for the university's researchers, the representative for the technical and administrative staff, and the representatives for the students at the University on the Board are subsequently entitled to discuss the relevant Confidential Information with those, to whom the Vice Chancellor has given the information.

## § 11 Communication Policy

The demand in the University Law on openness in the Board´s work is managed by the setting up of a webpage on the University´s internet-site containing the following:

- the Board´s composition (for example name, title, work, contact information)
- Election Rules
- Rules of Procedure
- Meeting Plan
- Public Available versions of Agendas, cf. § 9 stk. 3
- Public Available versions of Minutes, cf. § 8 stk. 2.
- Further Public Available versions of material by agreement with the Members of the Board, or at the request of the Vice Chancellor.

Ss. 2 The Vice Chancellor represents the Board in relation with staff and students at the University, unless the Board or the Chairman of the Board actually decides otherwise.

Ss. 3 Outside of the Board Meetings, the Board Members do not declare themselves as such to the press, unless the Board or the Chairman of the Board actually decides otherwise.

Ss. 4 The Vice Chancellor represents, in everyday life, the University publicly, according to the Board´s instructions and views to the extent it concerns Board matters.

## § 12 Chairman of the Board

The Chairman of the Board is spokesman for the Board and manages current contacts to the Vice Chancellor between the Board Meetings.

## § 13 Changes and Addenda

Changes of or addenda to the Rules of Procedure are possible, if a majority of the Board votes in favor for.

Ss. 2 The Rules of Procedure are reviewed yearly by the Board to ensure that they are always adjusted to the demands of the University.

**§ 14 Issue of the Rules of Procedure**

Copies of the updated Rules of Procedure are issued to the Board Members and the Vice Chancellor. They also receive a copy of the University's regulations.

Ss. 2 If new Members join the Board, the Rules of Procedure are reviewed to ensure that the members have made themselves acquainted with and understand these rules.

Thus decided on and approved at the Board Meeting, Thursday September 20, 2018

On behalf of the Board,

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Maria Rørbye Rønn

Chairman

## Enclosure 7 ITU-Board Self-evaluation Questionnaire

Name of Board Member:

Date:

5 = Yes, totally agree, 4 = Yes, partly agree, 3 = No, disagree, 2 = No, totally disagree, 1 = ?/do not know

### The Board's size and composition

Please mark the appropriate box with an "x"

1) Does the ITU Board have the right size?

<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments/suggestions:

2) Does the Board, as a whole, have the right qualifications within

- Higher education?
- Research?
- Finances?
- Market conditions?
- Strategy?
- IT?
- Management?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments/suggestions:

3) In what way do you personally contribute to the work of the ITU Board?

Comments:

### Board Meetings

4) Is the material sent out before the meetings

- Sufficiently relevant, clear and comprehensible?
- Of adequate quantity?
- Sufficient as basis for decisions?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments/suggestions:

- 5) Is further information between the board meetings necessary? Yes:  No:

Comments/suggestions:

- 6) Is the present number of board meetings sufficient?

Comments/suggestions:

- 7) Is there enough time to adequately discuss the individual items on the agenda at the board meetings?

Comments/suggestions:

- 8) Is the dialogue sufficiently open and free and does everybody get a chance to speak?

Comments/suggestions:

- 9) Is the clarification of the issues being discussed at the board meetings adequate?

Comments/suggestions:

## The Board´s work

- 10) Is the Board´s current evaluation of the budget of the ITU satisfactory?

Comments/suggestions:

- 11) Is the Board´s current position on the strategic conditions of the ITU satisfactory?

Comments/suggestions:

- 12) Does the Board sufficiently focus on the risk factors that can influence the future goals and position of the ITU?

Comments/suggestions:

- 13) Does the Board interact actively with the Management concerning the development of the ITU?

Comments/suggestions:

- 14) As a whole, is the work of the ITU Board satisfactory?

Comments/suggestions:

### **The Boards´ s chairmanship**

- 15) Is the interaction between the Board and the Chairman/chairmanship of the Board satisfactory?

Comments/suggestions:

- 16) Does the Chairman/chairmanship of the Board make sure that the Board focuses on the right problems?

Comments/suggestions:

- 17) Does the Chairman of the Board make sure that the board meetings are sufficiently efficient and constructive?

Comments/suggestions:

- 18) Does the Chairman/chairmanship of the Board make sure that a reasonable and regular evaluation of the strategies and of the implementation of these takes place?

Comments/suggestions:

### **Evaluation of the Board**

- 19) Is it relevant to have regular evaluations of the Board's composition, efficiency, etc., as a whole?

Comments/suggestions:

### **Evaluation of the Executive Management**

- 20) Is the work of the Executive Management satisfactory?

Comments/suggestions:

### **Evaluation of the co-operation between the Board and the Executive Management**

- 21) Is the co-operation between the Board and the Executive Management satisfactory?

Comments/suggestions:

### **Other conditions**

- 22) Should other conditions be part of the discussions of the ITU Board?

Comments/suggestions: