

**Enclosure 1**

# **Annual Report 2011**



**IT University**  
of Copenhagen

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# 1 Review

## 1.1 Company Information

Company	IT University of Copenhagen Rued Langgaards Vej 7 DK-2300 Copenhagen
Phone	+45 72 18 50 00
Mail	itu@itu.dk
Web	www.itu.dk
CVR no.	29 05 77 53
Municipality	Copenhagen
Board of Directors	<p>Jørgen Lindegaard, Chairman of the Board, former Group Managing Director and Managing Director of ISS-Holding, ISS A/S and SAS Group (2006-2010 and 2001-2006, respectively), age 63. Chairman of the Board of AVT Business School, JL Rungsted Holding ApS, Vimmelskiftet 39-41, 2004 ApS, Trifina Holding ApS, Deducta A/S, Zealand Pharma A/S, Scania Danmark and Norsk Scania A/S. Member of the Board at Efsen Engineering A/S and Cimber Sterling A/S. Director of JL Rungsted Invest ApS.</p> <p>Per Ladegaard, Group Managing Director, Nykredit A/S, age 59. Chairman of the Board of Nykredit Mægler A/S, e-nettet Holding A/S, e-nettet A/S and Deputy Chairman of JN-Data A/S. Member of the Board of Nykredit Bank. Observer of the Board of Directors of BEC (Danish Financial Institutions IT House), member of The Telecommunications Complaints Board and member of the committee of representatives of the Danish Rheumatism Association.</p> <p>Annette Stausholm Nielsen, Director of Technical Qualifications, IBM, age 53. Recipient of European Women of Achievement Award 2004.</p> <p>Lisbeth Malene Zornig Andersen, owner of Zornig Consult, age 44. Member of the Board of Miracle A/S and The Social Network (Det Sociale Netværk), Chairman of the Danish National Council for Children (Børnerådet).</p> <p>Jay David Bolter, Co-Director of New Media Center and professor in New Media, School of Literature, Communications, and Culture at Georgia Institute of Technology, age 61. Jay David Bolter joined the Board of Directors as per 1 October 2011.</p> <p>Joseph Roland Kiniry, Associate Professor, the IT University, age 41. Joined the Board of Directors as per 1 October 2011.</p> <p>Sebastian Büttrich, Special Consultant. the IT University, age 48. Joined the Board of Directors as per 1 October 2011.</p>

Kasper Videbæk Nielsen, MSc Student, the IT University, age 25.

Anders Bech Mellson, BSc Student, the IT University, age 31.

As per 30 September 2011, Mogens Munk-Rasmussen, Chairman of the Board, former Group Chief Executive of Nykredit A/S (1991-2006) left the Board of Directors to retire. At that point, Mogens Munk-Rasmussen had been Chairman of the Board of the IT University since the institution was first established in 1999 as the IT University of Copenhagen (IT-højskolen).

Further, as per 30 September 2011, Lone Malmborg, Associate Professor, the IT University, and Jane Andersen, Head of Development, the IT University, retired from their positions.

Management	Mads Tofte, Vice Chancellor Jørgen Staunstrup, Provost Georg Dam Steffensen, Head of Administration
Auditors	Rigsrevisionen Landgreven 4 DK-1022 Copenhagen K
Institutional Auditors	KPMG Statsautoriseret Revisionspartnerselskab Osvald Helmuths Vej 4 Postboks 250 DK-2000 Frederiksberg
Attorneys	Kammeradvokaten Vimmelskiftet 47 DK-1161 Copenhagen K  Lett Advokatfirma Rådhuspladsen 4 DK-1550 Copenhagen V  Kirk Larsen & Ascanius Torvet 21 6700 Esbjerg
Bank	Danske Bank Holmens Kanal 2-12 DK-1092 Copenhagen K

## 1.2 Management's Report

As of today, the Board of Directors and the management have discussed and approved the annual report of the IT University of Copenhagen.

The annual report has been prepared in accordance with Consolidated Act No. 1373 of 10 December 2007 on grants and accounts, etc. of the universities.

We state the following:

1. The annual report is correct, i.e. the annual report does not contain any material misrepresentations or omissions. This includes satisfactory presentation and reporting of targets.
2. The measures included in the presentation of the accounts are in accordance with the appropriations granted, legislation and other instructions, agreements made and common practice, and
3. Procedures have been established which ensure financially appropriate administration of the funds included in the annual report.

Copenhagen, 20 April 2012

### Management of the IT University

Mads Tofte  
Vice Chancellor

Jørgen Staunstrup  
Provost

Georg Dam Steffensen  
Head of Administration

### Board of Directors of the IT University

Jørgen Lindegaard  
Chairman, external member

Sebastian Büttrich  
Staff-elected member

Annette Stausholm Nielsen  
External member

Jay David Bolter  
External member

Joseph Roland Kiniry  
Staff-elected member

Kasper Videbæk Nielsen  
Student-elected member

Lisbeth Malene Zornig Andersen  
External member

Per Ladegaard  
External member

Anders Bech Mellson  
Student-elected member

### **1.3 Independent Auditors' Report**

The Board of Directors of the IT University of Copenhagen has appointed KPMG institutional auditors of the IT University of Copenhagen in accordance with section 28(2) of the Danish University Act. The Auditor General is responsible for the overall audit in accordance with the Danish Auditor General's Act.

#### **To the Board of Directors of the IT University of Copenhagen**

##### **Independent auditors' report on the financial statements**

We have audited the financial statements of the IT University of Copenhagen for the financial year 1 January – 31 December 2011. The financial statements comprise accounting policies, income statement, balance sheet, statement of changes in equity, cash flow statement and notes. The financial statements are prepared in accordance with the provisions of Executive Order No. 1373 of 10 December 2007 on the Funding and Financial Statements, etc., of Universities.

##### **Management's responsibility for the financial statements**

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with Executive Order No. 1373 of 10 December 2007 on the Funding and Financial Statements, etc., of Universities. Management is also responsible for such internal control that Management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Further, it is Management's responsibility that the transactions comprised by the financial statements are in accordance with the appropriations granted, legislation and other regulations as well as agreements entered into and general practice.

##### **Auditors' responsibility**

Our responsibility is to express an opinion on the financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing, generally accepted public auditing standards and additional requirements under Danish audit regulation as well as Executive Order No. 1373 of 10 December 2007 on the Funding and Financial Statements, etc., of Universities. This requires that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance as to whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the preparation of financial statements that give a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the University's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by Management, as well as evaluating the overall presentation of the financial statements.

Further, the audit comprises an assessment as to whether business procedures and internal control have been established to ensure that the transactions comprised by the financial statements are consistent with appropriations granted, legislation and other regulations as well as agreements entered into and general practice.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our audit has not resulted in any qualification.

### **Opinion**

In our opinion, the financial statements give a true and fair view of the University's financial position at 31 December 2011 and of the results of its operations and cash flows for the financial year 1 January – 31 December 2011 in accordance with the provisions of Executive Order No. 1373 of 10 December 2007 on the Funding and Financial Statements, etc., of Universities. Further, in our opinion, business procedures and internal control have been established to ensure that the transactions comprised by the financial statements are consistent with appropriations granted, legislation and other regulations as well as agreements entered into and general practice.

### **Statement on the Management's review, performance reporting and financial highlights**

In accordance with agreement with the Auditor General on internal audit, cf. section 9(1) of the Danish Act on Audit of State Accounts etc., we have read the Management's review, performance reporting and financial highlights. We have not performed any other procedures in addition to the audit of the financial statements. On this basis, it is our opinion that the information provided in the Management's review, performance reporting and financial highlights is consistent with the financial statements.

Copenhagen, 20 April 2012

### **KPMG**

Statsautoriseret Revisionspartnerselskab

Peter Gath  
State Authorised  
Public Accountant

Charlotte Formsgaard  
State Authorised  
Public Accountant

## **2. Performance Report**

### **2.1 Presentation**

The IT University of Copenhagen is an independent University under the Ministry of Science, Innovation and Higher Education.

#### **Mission**

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

The IT University will create this value mainly via IT research and IT education. The strategy of the IT University is based on three fundamental principles and the globalisation strategy of the University, see section 2.2.

#### **Vision**

The IT University of Copenhagen is an outstanding example of how a small University can achieve a ranking among the best in the world, both in terms of scientific standards and in terms of creating value, by being innovative and globally interactive.

An organisation is globally interactive if all its core processes are based on interaction with global partners. According to our mission, innovation and global interaction are means to obtaining a highly ambitious goal: a world-class scientific level and world-class value creation.

### **2.2 Strategy**

#### **Process**

In 2011, the IT University carried out a number of simultaneous strategic processes for the purpose of developing a strategy for 2012-2016.

The research strategy, the education strategy and the communication strategy are developed by the Research Board, Education Group and Communication Department, respectively, in co-operation with the management and including hearings involving the department, members of staff and students. The three "sub-strategies" had been planned deliberately to precede the process relating to the overall strategy for the purpose of involving as much of the organisation as possible in the strategic work and to increase the contributory influence. In November 2011, the underlying strategies were discussed in the University Main Co-operation and Safety Board (H-SISU).

In this connection, the IT Group of the IT University is working on a new IT strategy of which a first version has been prepared.

The management has prepared the overall strategy based on the outcome of the strategy seminar held by the Board of Directors in June 2011, the subsequent discussion at the Board of Directors meeting in September 2011 and discussions with the draftsmen of the underlying strategies. The overall strategy has been kept brief on purpose and is focused on the overall directions and targets.



Owing to the change of government and the resulting delay in the negotiations of the development contract for 2012-2014, in agreement with a unanimous Board of Directors at the board meeting in November 2011, the IT University has decided to carry out an internal hearing process on the overall strategy in the period December 2011 - March 2012 enabling the overall strategy to be discussed at the board meeting in April 2012.

As for a revision of the globalisation strategy, which expires in 2012, the IT University has planned a process which will be carried out in the second half of 2012 involving workshops and hearing rounds, including presentation to the Board of Directors, before the final revised globalisation strategy is to be presented at the end of 2012.

## **Strategic Targets**

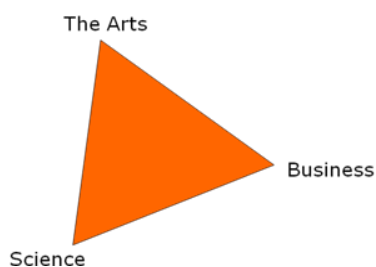
2011 was the final year of a strategy period which commenced in 2009. In the area of education, the major development of the University in the period 2009-2011 was the development and growth of the first bachelor study programmes of the IT University. In the area of research, an overall strategic target was the growth in research volume measured in terms of external funding. The third significant action area in the period was globalisation, and global interaction has been developed as a scientific area of research at the IT University as well as a work method, as the University has extended its globally interactive education and research co-operation projects in the period.

## **The IT University's View on IT**

The IT University's view on IT is as follows:

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

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



This view is decisive for the ability of the IT University to attract a large number of researchers and students to this area. As an independent University, the IT University has the special advantage of being able to gather these very different approaches to IT in one organisation with a common target and strategy.

The development of the IT University into a full-scale University includes both bachelor and master of science study programmes in all three corners of the triangle, cf. the figure above.

## **The Definition of the IT University of Good IT Education**

At the IT University, the ideal education fulfils the following requirements:

- It attracts a large number of highly qualified students
- Both the scientific content and the teaching is world class
- The education provides qualifications to the students which are in high demand on the labour market.

The principle stated above has decisive consequences for the study programmes offered at the IT University. Only by attracting a large number of highly qualified students, the IT University is able to fulfil its mission. Only via dialogue with the users, the IT University is able to ensure that all students receive qualifications which are in demand in the labour market. Only via continuous development of the ability of the organisation to design high-quality study programmes and its ability to provide high-quality teaching is it possible to achieve the goal of world-class scientific content and teaching.

As for the attraction of a large number of highly qualified students, 2011 was an extremely successful year thanks to the growth in bachelor study programmes of which 213 students were admitted from a group of 899 applicants.

## **2.3 The Work of the Board of Directors**

In 2011, the Board of Directors completed a succession process. Mogens Munk-Rasmussen, who had been chairman since the establishment of the IT University of Copenhagen in 1999, stepped aside on his 70th birthday, and Jørgen Lindegaard, deputy chairman, was appointed as the new chairman. Prof. Jay D. Bolter of Georgia Tech., joined the Board of Directors as a new member, Special Consultant Sebastian Büttrich replaced Head of Development Jane Andersen and Associate Professor Joseph Kiniry replaced Associate Professor Lone Malmborg. Further, at this point, the working language of the Board of Directors was changed to English.

In June 2011, the Board of Directors held a strategy seminar at which the first directions of the next strategic period of the IT University were determined. The main topics were: quality in education and growth in research, including development of strategic positions of strength in co-operation with the interested parties of the University.

## **2.4 Development Contract**

The year 2011 was a year of transition with a one-year development contract which was entered into on 9 December 2010. This contract included 20 targets, of which 19 were achieved by the University. The 9th target, which was not achieved, was the target of reaching 132 student years in 2011. The result was 130. Among the targets which were achieved was the admission of a minimum of 180 bachelor students (R1), a record in external research funding (R14) and growth in the establishment of globally interactive research (R19).

## 2.5 Financial Result 2011

The financial result of the year is stated in Table 1. As it appears, there has been a growth of approx. 15 per cent based on turnover.

The income was just over DKK 10 million higher than budgeted, and the costs were just under DKK 3 million less than budgeted. The deviations between the budget and the actual figures are caused primarily by the following factors:

- An increase in the income from education as a result of increased education activities in the master and bachelor study programmes in 2011. This is caused by a slightly higher number of admitted students in 2011 as well as a higher production of full-time student equivalents
- An increase in non-recurring income
- Higher overheads than estimated on external research projects
- Reduced expenses for external lectures and examiners

Further, the general development in salaries has been lower than budgeted as the collective bargaining process resulted in a 0 per cent increase in salaries for 2011. This result contributed positively to the decrease in salary costs.

As it appears from the balance sheet in page 21, our cash-flow situation remains good. However, we have seen an increase in amounts owing from on-going grant-subsidised activities. This was caused mainly by the growth in our project portfolio and the fact that we have not received all amounts owing from the government research committees.

**Table 1: Financial result of the year (DKK '000)**

	<b>Actual 2008</b>	<b>Actual 2009</b>	<b>Actual 2010</b>	<b>Budget 2011</b>	<b>Actual 2011</b>	<b>Budget 2012</b>
Income	165,965	191,520	199,372	218,543	228,845	243,936
Costs	157,261	193,628	215,452	228,508	226,370	242,626
Result	8,704	-2,108	-16,080	-9,965	2,475	1,310
Equity, end of year	55,039	52,931	36,851	26,886	39,326	40,636

## 2.6 Scientific Results of the Year

### Research

The research area was also characterised by growth in 2011. First, nine new assistant and associate professors were appointed. It is still possible to attract a large number of highly qualified staff from all over the world to the IT University (only three of the nine new staff were Danish). The external funding of research set a new record in 2011 with DKK 22.2

million. However, this amount did not quite reach the DKK 25 million which had been laid down in the strategic budget.

The IT University has been known for many years for their research in gaze tracking, a technology which enables the reading of eye movement and the use of these to control a computer or a mobile phone. This technology may replace e.g. the use of mouse and keyboards. In 2011, four PhD students established a business based on this research. In 2011, they received a number of awards for their business idea and planned products, including the communication award of the Ministry of Science, Innovation and Higher Education, "Stars with Brains", the ABB Award for Global Innovation and the so-called Venture Cup at the very beginning of 2012. This example is worth mentioning as, by means of this type of research, the IT University makes contributions at the highest scientific level and via a new business which has had a very promising start.

Throughout 2011, a new research strategy has been under development which has received contributions from a large number of staff. The process involved in the development of the strategy consisted among other initiatives of two open hearings at which all students and staff contributed with their ideas and comments. This strategy, which was adopted by the management in December 2011, describes how our research activities should develop in the years up to 2016 focusing on: Even wider recognition of external research funds, increasing creation of value to society, development of 1-3 strategic positions of strength, development of the research culture and the PhD school.

### **PhD Education**

The number of new enrolled PhD's dropped to 15 in 2011. This was according to budget since extraordinary funds for an increase in PhD students were only available in 2009 and 2010. The majority of the 15 PhD students are associated with the large number of new external research projects which were commenced in 2011.

Including the eight PhD students who graduated in 2011, the IT University has educated just over 70 PhD graduates. Of these, over 80 per cent have found their first jobs in Denmark, and they are distributed on just over 40 per cent which are employed by universities (all over the world) and just under 60 per cent which are employed with companies and organisations.

### **Publications**

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

	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
Approved PhD theses	9	10	7	8
PhD students (full-time equiv.)	27	32	46	53
Research staff (full-time equiv.)	44	53	65	68
No. of publications (peer-reviewed)	125	135	187	209
Publication points	138	121	125	*

\* Figures from the Danish Agency for Science, Technology and Innovation were not available at the completion time.

The number of peer-reviewed articles published in renowned journals and conference publications increased to 209, and the number of publication points (which unfortunately, are published with a delay of one year) for 2010 was 125. On a very positive note, the majority of these publications were written in co-operation with co-writers of leading research groups all over the world. Obviously, the majority is from Europe and the US, but we are pleased to note that the publications also document co-operation with researchers in China, Brazil, India, Canada and Japan.

## Education

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

	2008	2009	2010	2011
Applicants for MSc study programme	422	587	769	1076
Admitted MSc students	268	335	418	417
Enrolled MSc students	914	878	989	1094
Graduated MSc students	237	205	203	247
Completion time, MSc students (years)	2,6	2,5	2,5	2,5
Applicants for bachelor study programmes	132	321	654	899
Admitted bachelor students	46	124	199	213
Enrolled bachelor students	76	190	346	508
Graduated bachelors			22	25
Completion time, bachelors (years)			2,8	2,8
No. of full-time student equiv. (MSc and bachelor students)	518	523	690	916
Admitted masters/diploma students	128	169	165	105
Enrolled masters/diploma students	545	637	669	644
No. of full-time students/year (masters/diploma students)	146	156	145	130

Students, full-time student equivalents and graduates were calculated as per 30 September. The completion time, which for MSc graduates is 30 months, corresponding to 2.5 years, is calculated as the median of the number of commenced study months for graduates who complete their MSc degree in the period 1 October to 30 September. A similar method is used for bachelors.

As it appears from Table 3, 2011 was a year marked by strong growth in ordinary, full-time education activities and a decline in part-time education. The growth in the number of Master of Science (MSc) graduates from 203 in 2010 to 247 in 2011 is related to growth in the

number of admitted students from 2008 to 2009. The IT University admitted 213 bachelor students, thus fulfilling the target of admitting a minimum of 180 bachelor students. The increase in the student population resulted in material growth in the number of full-time student equivalents from 690 in 2010 to 916 in 2011. In part-time education, the number of student years declined from 145 in 2010 to 130 in 2011.

The reason for the significant growth in ordinary education is that the IT University has expanded its portfolio of ordinary study programmes in the same period as more young people apply for education – most likely as a result of the fact that the financial situation in Denmark makes it more difficult to obtain employment for people without education. However, periods of financial trouble mean that the budgets for further educations are tightened, and this is felt in the area of part-time education.

## **2.7 Expectations for Next Year**

The IT University expects growth in the number of bachelor graduations in 2012, which is the first year of graduation of students in the Digital Media and Design study programme. The growth in the number of bachelors is expected to affect the number of MSc students admitted.

In the area of research, the growth in externally funded research and bibliometric points is expected to continue.

The IT University focuses on enhancing efficiency and expects that research and education will grow faster than administration in 2012 (as it did in 2011).

## **3 Financial Statements**

### **3.1 Accounting Policy**

#### **Basis of Accounting**

The annual report for the IT University of Copenhagen has been prepared in accordance with the Ministry of Finances guidelines and Consolidated Act No. 1373 of 10 December 2007 on grants and accounts, etc. of the universities.

The accounting policy has solely been changed according to charges for the countering of loss for works in progress.

#### **Recognition and Measurement in General**

Assets are recognised in the balance sheet if it is highly probable that future economic benefits will flow to the University and the value of the assets can be measured reliably.

Liabilities are recognised in the balance sheet if it is highly probable that future economic benefits will flow out of the University and the value of the liabilities can be measured reliably.

On initial recognition, assets and liabilities are measured at cost. Subsequently, assets and liabilities are measured as described for each item, cf. page 17.

On recognition and measurement, account is taken of foreseeable risks and losses arising before the presentation of the annual report and proving or disproving matters existing on the balance sheet date.

#### **Foreign Currency Translation**

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

#### **Income Taxes and Deferred Taxes**

The IT University is not subject to taxation.

## **Income Statement**

### **Revenues**

#### **General**

The income of the IT University includes government grants for basic research, grants for teaching students and operating income from ordinary grants. In addition, the University receives donations and grants, income from co-operation agreements, student fees from part-time programmes and income from other sales activities.

#### **Government Subsidies**

The IT University receives government subsidies, and the subsidies are stipulated in the annual Finance Act. Subsidies are entered as income for the period covered by the subsidies.

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

#### **External Subsidies and Donations**

Subsidies and commitments, including income from co-operation agreements subject to conditions of use by the grantor, are recognised as income as the costs are paid.

Donations which are not subject to conditions are entered as income at the time of receipt.

#### **Tuition Fees for Part-Time Programmes, Other Sales Activities and Rent Income**

The income is included in the period to which the income relates.

#### **Costs**

Costs include external expenses spent on the activities of the year. They include staff costs, consumables, services, insurance premiums, maintenance costs and other operational costs of running the University.

Costs are allocated to purposes according to principles stipulated by the Ministry of Science, Innovation and Higher Education. The IT University strives to spend the most costs directly to outward-directed/study-related purposes, i.e. education, research, dissemination and knowledge exchange, to the widest extent possible. Costs which cannot be attributed directly to these categories will be allocated by keys of distribution.



## **Balance Sheet**

### **Intangible Assets**

Software is activated when this is vital to the maintenance of the tasks of the University and when it has a significant size and duration.

Only costs related to the software development process and which result in a real increase in value will be activated. Costs incurred during the implementation and operational phase will be entered as costs.

Software is calculated at cost price less accumulated depreciations. The basis of depreciation is distributed according to the straight-line principle on the expected lifetime of the assets from the time when the assets are ready for use. The expected lifetime is five years.

### **Tangible Assets**

IT and AV equipment, machinery and furniture and the furnishing of rented premises are calculated at cost price less accumulated depreciation.

The cost price includes the purchase price and costs directly related to the purchase plus costs related to setup.

The basis of depreciation is distributed according to the straight-line principle over the expected usage period of the assets which constitute:

IT and AV equipment	3 years
Machinery and furniture	5 years
Furnishing of rented premises	10 years

Assets with a purchase price of less than DKK 100,000 are expensed in the year of purchase. The IT University does not enter assets collectively in this connection.

### **Collections and Works of Art**

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

### **Receivables**

Receivables are calculated in the balance sheet at denomination less depreciation for the countering of loss. Depreciation of loss is stated based on an individual assessment of each receivable.

### **Receivables from Ongoing Funding Activities**

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

Received grants covering costs that are not yet paid are included as prepaid restricted grants.

For the cover of overhead costs related to grant activities, the IT University calculates a fee. This fee is included as income as the grants are applied.

Charges for the countering of loss are based on an individual estimation of each ongoing funding activity, and as a general charge for the countering of unforeseen loss. The charges are deducted in receivables from ongoing funding activities.

**Accruals and Deferred Expenses/Income**

Accruals and deferred expenses entered as assets include costs paid in relation to the subsequent accounting year. Prepaid costs relate to rent, insurance premiums, subscriptions and wages/salaries paid in advance, etc.

Accruals and deferred income entered as liabilities are payments received in relation to income of subsequent years.

**Debt**

Debt is measured at amortized cost price which essentially corresponds to the nominal value.

**Provisions**

Provisions are recognised when, as a result of a previous event, the University has incurred legal or actual debt, and it is likely that payment of the debt would result in the consumption of the financial resources of the University.

**Contingent Liabilities**

Contingent liabilities include liabilities which have been entered into in the form of lease agreement and current legal actions against the University, but which it is unlikely that the University will be required to fulfill.

## **Cash-Flow Statement**

The cash-flow statement shows the cash-flow of the year of the IT University divided into operational, investment and financing activities, the displacement of the year in liquid funds and the liquid funds of the University at the beginning and the end of the year. The cash-flow statement cannot be deducted from the published accounting material alone.

### **Cash-flow from Operational Activities**

Cash-flow from operational activities is entered as the profit/loss of the year adjusted for non-cash profit/loss items as appreciation and depreciation and adjustment of the operating capital and ingoing and outgoing interest payments. The operating capital includes current assets exclusive of liquid funds less short-term debt.

### **Cash-flow from Investment Activities**

Cash-flow from investment activities includes cash-flow from the purchase and sale of intangible, tangible and financial assets.

### **Cash-flow from Financing Activities**

Cash-flow from financing activities includes cash-flow from the adoption and repayment of long-term debt.

## 3.2 Income Statement

1 January – 31 December

Note	2011 DKK '000	2010 DKK '000
Education	111,530	91,544
Research	107,445	98,620
Operational subsidies	824	1,147
Other purposes	421	-68
Other income	7,668	7,530
<b>1 Total income</b>	<b>227,888</b>	<b>198,773</b>
Education	63,555	57,521
Research	66,671	61,771
Dissemination and knowledge exchange	1,753	1,405
General management, administration and service	37,324	36,467
Building management	57,063	58,277
<b>2 Total ordinary operating costs</b>	<b>226,366</b>	<b>215,441</b>
<b>Profit/loss from ordinary operations</b>	<b>1,522</b>	<b>-16,668</b>
<b>3</b> Financial income	957	599
<b>4</b> Financial costs	4	11
<b>Profit/loss of the year</b>	<b>2,475</b>	<b>-16,080</b>
<b>Proposed allocation of the profit/loss of the year:</b>		
Retained earnings	2,475	-16,080
<b>Total</b>	<b>2,475</b>	<b>-16,080</b>

### 3.3 Balance Sheet at 31 December

#### Assets

Note	2011 DKK '000	2010 DKK '000
5 Software	879	1,148
<b>Intangible assets</b>	<b>879</b>	<b>1,148</b>
6 Furnishing of rented premises	1,703	2,237
6 IT equipment	1,381	1,698
6 Operating equipment and furniture	316	442
<b>Tangible assets</b>	<b>3,400</b>	<b>4,377</b>
<b>Total assets</b>	<b>4,279</b>	<b>5,525</b>
Trade receivables	2,230	1,518
Other receivables	2,149	1,231
Receivables from ongoing funding activities	6,774	2,658
7 Accruals and deferred expenses	1,969	2,409
<b>Receivables</b>	<b>13,122</b>	<b>7,816</b>
<b>Liquid assets</b>	<b>84,860</b>	<b>79,110</b>
<b>Current assets</b>	<b>97,982</b>	<b>86,926</b>
<b>Total assets</b>	<b>102,261</b>	<b>92,451</b>

## Balance Sheet at 31 December

### Liabilities

Note	2011 DKK '000	2010 DKK '000
Equity, beginning of the year	36,851	52,931
Retained earnings	2,475	-16,080
<b>Equity</b>	<b>39,326</b>	<b>36,851</b>
<b>8 Provisions</b>	<b>3,046</b>	<b>1,433</b>
Trade payables	9,280	6,365
Balance with the Government	15,468	15,534
<b>9</b> Other payables	8,842	8,973
Holiday pay owing	15,369	14,327
Prepaid restricted contributions	10,265	8,262
Other accruals and deferred income	665	706
<b>Short-term debt</b>	<b>59,889</b>	<b>54,167</b>
<b>Debt</b>	<b>59,889</b>	<b>54,167</b>
<b>Total liabilities</b>	<b>102,261</b>	<b>92,451</b>

- 10** Staff
- 11** Pledge, mortgage and guarantee
- 12** Contractual obligations
- 13** Contingent liabilities and other financial liabilities
- 14** Related parties
- 15** Separate accounts for research activities funded by subsidies, etc. (s. 8.2.11(e))
- 16** Additional factors stated in Consolidated Act No. 1373 of 10 December 2007 on grants and accounts, etc. at the universities and subsequent amendments

### 3.4 Cash Flow Statement

#### 1 January – 31 December

Note		2011 DKK '000	2010 DKK '000
	Profit/loss of the year	2,475	-16,080
	<b>Reversal of items with no cash-flow effect:</b>		
6	Depreciation/appreciation of assets	1,865	1,674
	Adjustment of provisions	1,613	240
	<b>Adjustment of operating capital:</b>		
	Adjustment of receivables, etc.	-5,603	10,628
	Adjustment of short-term debt	5,722	-3,442
	<b>Cash-flow from operational activities</b>	<b>6,369</b>	<b>-6,980</b>
5	Purchase of intangible assets	0	-886
6	Purchase of tangible assets	-619	-729
	<b>Cash-flow from investment activities</b>	<b>-619</b>	<b>-1,615</b>
	<b>Adjustment of liquid funds</b>	<b>5,750</b>	<b>-8,595</b>
	Liquid funds at the beginning of the year	79,110	87,705
	<b>Liquid funds at the end of the year</b>	<b>84,860</b>	<b>79,110</b>

### 3.5 Statement of Changes in Equity at 31 December

	<b>2011</b>	<b>2010</b>
	DKK '000	DKK '000
Equity at 1 January	36,851	52,931
Retained earning	2,475	-16,080
Accumulated equity	39,326	36,851
<b>Equity at 31 December</b>	<b>39,326</b>	<b>36,851</b>



### 3.6 Notes

#### 1. Revenues

	<b>2011</b>	<b>2010</b>
	DKK '000	DKK '000
Full-time education, state appropriations	94,353	74,384
Part-time education, state appropriations	7,581	8,473
Tuition fee, part-time education	9,425	8,622
Exchange students, state appropriations	171	65
<b>Education</b>	<b>111,530</b>	<b>91,544</b>
Basic research subsidies	85,248	78,861
<b>Research</b>	<b>85,248</b>	<b>78,861</b>
Research activities financed by grants	22,190	19,759
Other activities financed by grants	7	0
Revenue from commercial activities	0	0
<b>External research funds</b>	<b>22,197</b>	<b>19,759</b>
Rent income	824	1,147
<b>Operations subsidies</b>	<b>824</b>	<b>1,147</b>
Other purposes	421	-68
Basic subsidies (Finance Act)	0	0
<b>Other purposes</b>	<b>421</b>	<b>-68</b>
Refunds for previous years: Energy tax, property tax	1,602	0
Additional activities, conferences, etc.	6,066	7,530
<b>Other income</b>	<b>7,668</b>	<b>7,530</b>
<b>Total income</b>	<b>227,888</b>	<b>198,773</b>

## 2. Ordinary Operating Costs

	<b>2011</b> DKK '000	<b>2010</b> DKK '000
Staff costs	44,839	41,815
Other costs	18,716	15,706
<b>Education</b>	<b>63,555</b>	<b>57,521</b>
Internal funds:		
Staff costs	41,795	40,117
Other costs	7,597	8,491
External funds:		
Staff costs	11,958	10,529
Other costs	5,321	2,634
<b>Research</b>	<b>66,671</b>	<b>61,771</b>
Staff costs	1,521	1,375
Other costs	232	30
<b>Dissemination and knowledge exchange</b>	<b>1,753</b>	<b>1,405</b>
Staff costs	26,573	28,907
Other costs	10,751	7,560
<b>General management, administration and service</b>	<b>37,324</b>	<b>36,467</b>
Staff costs	4,627	4,589
Other costs	52,436	53,688
<b>Building management</b>	<b>57,063</b>	<b>58,277</b>
<b>Ordinary operating costs</b>	<b>226,366</b>	<b>215,441</b>
<b>Specification under s. 8.2.11(f):</b>	<b>2011</b>	<b>2010</b>
Education	63,555	57,521
Research	66,671	61,771
Government assignments	0	0
Other purposes	96,140	96,149
<b>Total costs</b>	<b>226,366</b>	<b>215,441</b>

### 3. Financial Income

	<b>2011</b>	<b>2010</b>
	DKK '000	DKK '000
Interest income from bank deposits	957	599
<b>Total</b>	<b>957</b>	<b>599</b>

### 4. Financial Costs

	<b>2011</b>	<b>2010</b>
	DKK '000	DKK '000
Other financial costs	4	11
<b>Total</b>	<b>4</b>	<b>11</b>

### 5. Intangible Assets

	DKK '000	<b>Software</b>	<b>Total intangible assets</b>
Costs at 1 January 2011	1,343		1,343
Acquisitions	0		0
Disposals	0		0
<b>Costs at 31 December 2011</b>	<b>1,343</b>		<b>1,343</b>
Depreciation and appropriation at 1 January 2011	195		195
Depreciation and appropriation of the year	269		269
Disposals	0		0
<b>Depreciation and appropriation at 31 December 2011</b>	<b>464</b>		<b>464</b>
<b>Book value at 31 December 2011</b>	<b>879</b>		<b>879</b>
<b>Book value at 31 December 2010</b>	<b>1,148</b>		<b>1,148</b>

## 6. Tangible Assets

DKK '000	Furnish- ing of premises	IT equipment	Machinery and furniture	Total tangible assets
Costs at 1 January 2011	5,344	5,488	631	11,463
Acquisitions	0	619	0	619
Disposals	0	0	0	0
<b>Costs at 31 December 2011</b>	<b>5,344</b>	<b>6,107</b>	<b>631</b>	<b>12,082</b>
Depreciation and appropriation at 1 January 2011	3,107	3,790	189	7,086
Depreciation and appropriation of the year	534	936	126	1,596
Disposals	0	0	0	0
<b>Depreciation and appropriation at 31 December 2011</b>	<b>3,641</b>	<b>4,726</b>	<b>315</b>	<b>8,682</b>
<b>Book value at 31 December 2011</b>	<b>1,703</b>	<b>1,381</b>	<b>316</b>	<b>3,400</b>
<b>Book value at 31 December 2010</b>	<b>2,237</b>	<b>1,698</b>	<b>442</b>	<b>4,377</b>

### Depreciation of the year is calculated as follows:

Depreciation of tangible assets, cf. above	1,596
Depreciation of intangible assets, cf. note 5	269
Hereof relating to abolished assets	0
<b>Depreciation of the year, net</b>	<b>1,865</b>

## 7. Accruals and Deferred Expenses

Accruals and deferred expenses are prepaid costs in relation to rent, insurance premiums, subscriptions, etc.

## 8. Provisions

	2011 DKK '000	2010 DKK '000
Provisions for re-establishment of leased buildings	3,046	1,433
<b>Total</b>	<b>3,046</b>	<b>1,433</b>

## 9. Other Payables

	<b>2011</b>	<b>2010</b>
	DKK '000	DKK '000
SLS account	800	580
Personal tax, etc. owing	1,784	1,605
VAT owing	369	2,629
Deposits	453	319
Print Copydan owing	0	0
Other creditors	929	126
Audit owing	165	165
Student prints owing	431	766
Other debt	3,065	2,225
Fixed-term employment bonus	846	558
<b>Total</b>	<b>8,842</b>	<b>8,973</b>

## 10. Staff

	<b>2011</b>	<b>2010</b>
	DKK '000	DKK '000
Salaries	115,381	112,617
Pensions	15,345	14,230
Other social security costs	587	485
<b>Total</b>	<b>131,313</b>	<b>127,332</b>

Hereof remuneration for:		
Management (3 persons)	3,557	3,329
Board of Directors (9 persons (5 net))	378	363
<b>Total</b>	<b>3,936</b>	<b>3,692</b>

## Staff Accounts and Staff Composition

	<b>2011</b>	<b>2010</b>	<b>2009</b>	<b>2008</b>
Full-time equivalents	271	257	215	170
Number of persons	492	508	461	370
Accessions	271	225	253	214
Retirements	233	134	122	119

## **11. Pledge, Mortgage and Guarantee**

The IT University has not taken out pledge, mortgages or issued guarantees.

## **12. Contractual Obligations**

The IT University has entered into an irredeemable rent contract with the Government in relation to Rued Langgaards Vej 7. The contract expires on 1 July 2013. The annual payment obligation amounts to DKK 29 million.

The IT University has entered into an irredeemable rent contract with C.W. Obel in relation to Mikado House. The contract expires on 1 June 2013. The annual payment obligation amounts to DKK 3 million.

## **13. Contingent Liabilities and Other Financial Liabilities**

For 34 collectively funded PhD students of a total of 64 PhD students, the IT University guarantees payment of the salaries of the students for the 3-year period during which the employment contracts are irredeemable on the part of the University (alternatively distributed on 4 years for the 4+4 scheme). This liability may become relevant if the salary costs are not covered by businesses or institutions with which the University has entered into education agreements.

The IT University employs 1 civil servant subject to a liability to pay availability pay for 36 months in case of dismissal. This salary obligation amounts to a maximum of DKK 2,315,000.

The IT University is included in the Government principle of self-insurance and has taken out Board and management liability insurance policies.

## 14. Related Parties

<b>Related parties</b>	<b>Basis</b>
The Ministry of Science, Innovation and Higher Education	Subsidies for research and teaching activities. Powers as stipulated in the Danish Universities Act.
The Ministry of Children and Education	Subsidies for teaching activities. Powers as stipulated in the Danish Act on Open Education.
Board of Directors and day-to-day management	Management control.
The Finance Committee of the Folketing	

### **Transactions**

In 2011, the transactions of the IT University with the Ministry of Science, Innovation and Higher Education consisted of subsidies at a total of DKK 185 million. In addition, DKK 5.1 million was received as a non-deductible VAT rebate.

In 2011, the transactions of the IT University with the Ministry of Children and Education consisted of income in the form of grants per student at a total of DKK 2.6 million.

## 15. Segment Information

### Separate accounts of subsidised research activities, Other subsidised activities, activities funded by income and forensic medical examination.

The segment information stated below constitute fulfilment of the requirements of s. 8.2.11(e).

DKK '000	2011	2010
<b>UK 10 – Ordinary activities</b>		
Income	203,452	176,041
Costs	-209,052	-199,414
Internal net transfer of overheads	5,627	4,715
Institution internal net transfer	1,238	1,041
<b>Profit/loss of the year before financial items</b>	<b>1,265</b>	<b>-17,617</b>
<b>UK 90 – Activities funded by income</b>		
Income	2,130	3,382
Costs	-1,788	-2,267
Internal net transfer of overheads		
Institution internal net transfer		
<b>Profit/loss of the year before financial items</b>	<b>342</b>	<b>1,115</b>
<b>UK 95 – Subsidised research activities</b>		
Income	22,206	19,294
Costs	-15,426	-13,721
Internal net transfer of overheads	-5,627	-4,715
Institution internal net transfer	-1,238	-1,041
<b>Profit/loss of the year before financial items</b>	<b>-85</b>	<b>-183</b>
<b>UK 97 – Other subsidised activities</b>		
Income	100	56
Costs	-100	-39
Internal net transfer of overheads		0
Institution internal net transfer		0
<b>Profit/loss of the year before financial items</b>	<b>0</b>	<b>17</b>
<b>Total</b>		
Income	227,888	198,773
Costs	-226,366	-215,441
Total OH	0	0
Total institution transfers	0	0
<b>Profit/loss of the year before financial items</b>	<b>1,522</b>	<b>-16,668</b>

The income and costs (note 1 and note 2) are distributed on purposes, while here the income and costs are distributed on the individual subordinated accounts.

Thus there is no unambiguous connection between the individual subordinated account and a specific purpose.



As income in the subsidised activity (subordinated account 95-97) is entered as income as it is spent, in principle, the profit/loss of the year after financial items for these subordinated accounts is zero.

**Construction projects approved by the Financial Committee of the Folketing:**

The IT University has no construction grants.

## **16. Additional Factors**

Additional factors stated in Consolidated Act No. 1373 of 10 December 2007 on grants and accounts, etc. at the universities and subsequent amendments.

**S. 8.2.11(b):** Information on total balances of grants, etc. for which the University acts as a secretariat.

The IT University does not manage grants, etc.

**S. 8.2.11(c):** Summary of the costs of the University for student political activities and other student activities.

In 2011, the IT University has not allocated any amount for student political activities.

**S. 8.2.11(g):** Foundations, organisations, etc. with which the University co-operates on special terms on a noncommercial basis.

The IT University does not participate in any co-operation in this category.

**S. 8.2.11(h):** Costs for administration of foundations and associations, including operating foundations and associations.

The IT University has not costs for the administration of foundations and associations.

**S. 8.2.11(i):** Information on the investment in and purchase of shares in companies, for the year and accumulated.

The IT University does not own any securities.

**S. 8.2.11(j):** Information on the income and costs of the institution in relation to the companies stated in (i).

The IT University does not own any securities.

**S. 8.2.11(l):** Information on programmes offered abroad by the University.

The IT University does not offer any programmes abroad.

According to letter from the Danish Agency for Universities and Internationalisation dated 19 December 2011 for "Annual Report 2011", the IT University has to submit a range of information about Erasmus Mundus students.

The IT University does not participate in Erasmus Mundus programs, thus there are no students in this category.

### 3.7 Key Performance Indicators

#### Information on activities and production, s. 8.2.11(d)

<b>Income (DKK '000)</b>	<b>2011</b>	<b>2010</b>
Education	111,530	91,544
Research	85,248	78,861
External grants and contributions	22,197	19,759
Research based government consultancy	0	0
Other purposes	421	-68
Other income	8,492	8,677

#### Costs divided into purpose (DKK '000)

Education	63,555	57,521
Research	66,671	61,771
Dissemination and knowledge exchange	1,753	1,405
Government consultancy	0	0
General management, administration and service	37,324	36,467
Building management	57,063	58,277

#### Staff (full-time equivalents)

VIP	121.06	110.87
DVIP	26.86	26.94
Other full-time equivalents	123.40	119.55

#### Balance Sheet (DKK '000)

Equity	39,326	36,851
Balance sheet	102,261	92,451

#### Buildings

Buildings m <sup>2</sup> total - net	18,964	18,964
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#### Bachelor and MSc students for the period 1 Oct to 30 Sep

No. of Bachelor students admitted	213	199
No. of MSc students admitted	417	418
No. of students enrolled as per 30 Sep	1,602	1,335
No. of full-time student equivalents (incl. guest students)	916	690

#### Graduated Bachelor and MSc students for the period 1 Oct to 30 Sep

No. of graduated bachelors	25	22
No. of graduated MSc	247	203

#### Part-time students (diploma, masters, single courses) period 1 Oct to 30 Sep

No. of diploma and master students admitted	105	165
No. of fee-paying part-time students	642	695
No. of full-time student equivalents earned by part-time students	130	145
No. of graduated diploma and master students	70	53

**Internationalisation for the period 1 Sep to 31 Aug**

No. of exchange students outbound (incl. exchange grant)	28	25
No. of exchange students inbound	30	8
No. of foreign students as per 30 Sep	283	245

**Researcher Education**

No. of enrolled PhD students as per 31 Dec	65	63
No. of PhD students admitted of the year	15	23
No. of approved PhD theses of the year	8	7

**Research and Dissemination Results**

No. of research publications	209	187
No. of patents applied for	0	0
No. of inventions registered	2	6
No. of projects involving the business community	4	2
No. of external projects	61	50
Financial co-operation with the business community (DKK '000)	1,533	875

**Information on activities and production, s. 8.2.11(k)****Funding of Open Places and Scholarships**

No. of registered students on scholarship	5	8
No. of full-time student equivalents based on scholarships	4	6
Total amount paid as scholarships (DKK '000)	378	571

## 4 Goal Achievements

### 4.1 Summary of Goal Achievements

#### Follow-up on Result goals for 2011

##### Follow-up as per 31 December 2011

The report stated in the chart below represents the results at the end of 2011.

#### 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.

Target	Description	Comments	Status	Person(s) responsible
T1/R1	The IT University will offer three bachelor programmes in 2011 with a total admission capacity of 180 students.	A total of 213 students were admitted to the bachelor programmes in 2011, 69 to Software Development, 88 to Digital Media and Design and 56 to Global Business Informatics.		Kasper Østerbye
T3/R2	The IT University will graduate at least 200 MSc graduates in 2011.	A total of 247 MSc graduates graduated in 2011.		Kasper Østerbye
T5/R3	At least 60 % of the MSc students will complete their degree within the schedule of the curriculum plus one year, measured as in the statistics of Universities Denmark.	A total of 63 per cent of the MSc graduates who were admitted in 2008 have completed their degree before 1 October 2011 (i.e. within the schedule of the curriculum plus one year).		Kasper Østerbye, Kim Normann Andersen
T6/R4	At least 40 % of the bachelor students who began their studies in 2008 will complete their bachelor degree before 30 September 2011.	A total of 43 per cent of the bachelor students who were admitted in 2008 completed their bachelor degree before 30 September 2011.		Kasper Østerbye

T7/R5	The volume of part-time education for 2011 will be at least 132 full-time student equivalents.	In 2011, part-time students have earned a total of 130 full-time student equivalents.		Kasper Østerbye
T8/R6	By the end of 2011, the IT University will have developed an on-line course for distance education at the part-time Master programme in IT.	The course Object Oriented Programming by Andrea Corredini in the Master of IT programme in Software Construction has been developed from being internet-based to become a 100 per cent on-line course.		Marie Gottlieb
T16/R7	The volume of study activities passed during 2011 by MSc students who are not Danish citizens, must be at least 3,500 ECTS.	MSc students who are not Danish citizens have earned a total of 7,358 ECTS in 2011.		Trine Eltang
T15/R8	During 2011, at least 50 students will, as part of their ITU studies, participate in globally interactive learning activities at the IT University or obtain credit for study activities completed at universities abroad.	42 students at the MSc programme in Software Development and Technology and 38 students at the BSc in Software Development have passed global interactive projects during spring term 2011.		Kasper Østerbye
T14/R9	By the end of 2011, the IT University has at least one additional strategic partner which offers virtual and globally interactive study activities together with the IT University.	In September the IT University signed a cooperation agreement with UPFE at Cidade University in Brazil on conducting joint educational virtual activities in form of global student projects.		Marie Gottlieb

T9/R10	<p>By the end of 2011, the IT University will have at least one pilot project within each of the following areas:</p> <p>Use of internet technology (e.g., social learning/peer-to-peer learning).</p> <p>Live streaming of research conferences and learning activities, which engage physically distributed peers through moderated chat.</p> <p>Video conferences with international teachers.</p> <p>Production and use of podcasts for other purposes than recording of lectures.</p>	<p>Internet technology: The group/peer learning utility shareIT has been used in two courses in 2011. Further, a wiki has been purchased and made available for all students and employees from autumn 2011.</p> <p>Live streaming: In 2011 nine live streaming have been carried out within learning activities and supporting research chat at international conferences.</p> <p>Video conference: In 2011 the IT University has arranged a number of video conferences in relation to education and global interactive cooperation.</p> <p>Podcasts: Have been used for communication of research, competition material, etc.</p>		Marie Gottlieb
T19/R11	<p>By the end of 2011, the IT University has at least one pilot project in the use of cloud computing for the support of the research, teaching or administration of the University.</p>	<p>In 2011 were established more examples of the use of cloud computing. Moodle and Mahara were operated as pilots for most of 2011, and are in use for teaching activities. There has been established a new helpdesk in the Study Administration based on cloud computing - Zendesk. Currently a log file system in the Cloud based on Amazon.com is being tested.</p>		Henrik Ejby Bidstrup
T11/R12	<p>The IT University will evaluate all its courses each time they are offered and will publish the results on the Internet. Also, the IT University will publish on the Internet an explanation of what changes have been made as a result of the outcome of the evaluation.</p>	<p>The course evaluations for both semesters of 2011 were carried out according to plan.</p>		Kasper Østerbye

T10/R13	During 2011, the IT University will systematically apply the knowledge which is gathered through evaluation and follow-up on the thesis writing process and of the overall outcome of the MSc study programme, thereby using the knowledge in the continuous quality assurance and development of the study programmes.	Based on two student thesis evaluations in spring 2011, a final evaluation report was presented to the Board of Studies. In autumn 2011 the Board of Studies discussed the report's conclusions and recommendations at two meetings. The conclusions on the overall outcome of the MSc study program were noted and the recommendation of supporting the students in finding thesis supervisors discussed. Further the Board of Studies decided to support the Study Administration's recommendation on establishing a "Thesis Writing ABC" on the intranet. This was in progress at the end of 2011.		Trine Eltang
T30/R14	During 2011 the IT University will earn at least 17 million DDK of external research funding.	The external research funding for 2011 is DKK 22.2 million.		Jørgen Staunstrup
T31/R15	The IT University has as a goal for 2011 to earn at least 5 million DKK from sources that are not from the Danish state. These sources include EU and private sources.	The external research funding for 2011 from sources that are not the Danish State is DKK 6.3 million.		Jørgen Staunstrup
T29/R16	The number of research publications published in 2011 will be at least 1.4 pr. VIP FTE (including PhD students), counted in the same way as in main key indicators in the Annual Report 2009.	In 2011, 209 research publications have been registered in PURE as published. There were 121 VIP FTE, i.e. 1.73 research publications per VIP.		Jens Christian Godskesen
T28/R17	The IT University will admit at least 11 PhD students in 2011.	The IT University has admitted 15 Ph.D. students in 2011.		Carsten Schürmann

T20/R18	By the end of 2011, the IT University will have attracted at least three new externally funded research projects which include international partners with complementary competences within research or development. Of the three projects, at least one will be an EU project and at least one will include partners from outside Europe and the US.	<p>The five projects "ArchClouds", "The Aesthetics of global connectivity", "Cross-cultural explorations", "ANDROID" and "EU Kids Online" are all new externally funded, and include international partners with complementary competences within research or development:</p> <p>EU Kids Online is a EU project</p> <p>ANDROID has partners in Turkey and Australia besides the UN</p> <p>Finally the three international based networks "ArchClouds", "The Aesthetics of global connectivity" and "Cross-cultural explorations" involve cooperation with scientists in China, Brazil and Japan.</p>		Jørgen Staunstrup
T18/R19	During 2011, at least 20 % of the assistant, associate, and full professors at ITU (measured in FTE) will participate in formal globally interactive research projects.	27 per cent of the assistant, associate and full professors contribute to formalised global interactive research projects. The total FTE for the three categories is 51.95 and at least 14 FTE contributes to formalised global interactive research projects.		Jens Christian Godskesen
T33/R20	During 2011, ITU researchers will be conference chairs for at least three international conferences, of which at least one will take place at the IT University.	Pernille Bjørn was "General Chair" at "Infrastructures for healthcare: Global Healthcare 2011" at the IT University. Jakob Bardram was "Program & Notes Co-chair" at "The 2011 ACM Conference on Computer Supported Cooperative Work" in Hangzhou, China. Lars Birkedal was "Program Co-chair" at "LOLA 2011: Syntax and Semantics of Low-Level Languages" in Toronto.		Jens Christian Godskesen



## 4.2 Discussion of Goal Achievements

### **Bagground**

Connected to the audit of Annual Report 2007, the National Audit Office of Denmark expressed the opinion, that the annual report should contain a discussion of the targets agreed upon with the Ministry of Science, Innovation and Higher Education.

In the Development Contract 2011, the IT University has made an agreement with the Ministry of Science, Innovation and Higher Education on 20 goals. In 2011 the IT University has fulfilled 19 of the 20 goals. Below is accounted for the one goal that the IT University has not fulfilled in 2011.

### **Goal 5: The volume of part-time education for 2011 will be at least 132 full-time student equivalents.**

In 2011, part-time students have earned a total of 130 full-time student equivalents.

The IT University has launched a range of initiatives in the 4 quarter 2011 and has scheduled even more initiatives in order to attract more master and diploma students. As a part of the declining intake attributes to the economic crisis, the goal can be hard to achieve. In addition, the focus is on academic adjustments of the courses, and there has been granted strategic funds for a marked survey of the part time educations in 2012.

For 2012 the goal has been set at a volume of at least 122 full-time student equivalents (FTE) for the master and diploma students, and everybody at the management level has the goal as part of their individual bonus agreement for 2012.

## Appendix 1

### The IT University's Opinion on "Recommendations for Good University Management in Denmark"

Recommendation	The IT University	Comments/"faults"
<b>3.1 The strategic tasks, responsibilities and composition of the Board of Directors of the University</b>		
3.1.1 The overall responsibility of the Board of Directors	Implemented in section 10 and 12(2) of the Articles of Association.	
3.1.2 The tasks of the Chairman of the Board	Implemented in section 12 of the Articles of Association and section 12 of the Rules of Procedure.	
3.1.3 Rules of procedure	Implemented in the rules of procedure. However, some of the items in the rules of procedure for which adjustment is recommended have been adjusted in the articles of association instead (the role of the chairman and possibly the role of the deputy chairman).	The management will participate in the Board meetings, but the rules of procedure (or the articles of association) do not include a specific description of the participation of the management in Board meetings.
3.1.4 Recruitment of Board members	Implemented in addendum 1 to the articles of association.	
3.1.5 Training of new Board members	Implemented in section 3 of the rules of procedure.	
3.1.6 Number of Board members	Implemented in section 6 of the articles of association.	
3.1.7 Autonomy of the Board of Directors	Implemented in section 3 of addendum 1 to the articles of association.  However, the Board of Directors has approved a procedure for handling cases in situations involving any financial interests of Board members already appointed.	The item should be marked with yellow, not red, as the recommendation is followed on recruitment of new Board members (addendum 1 to the articles of association).
3.1.8 Meetings	Implemented in the meeting and work schedule.	
3.1.9 Age limit	Implemented in the rules of procedure.	
3.1.10 Self-evaluation of the work of the Board of Directors, evaluation of	Implemented in section 5(1) of the rules of procedure.	

day-to-day operations		
<p>3.1.11 Remuneration of Board members</p> <p>A.1) <i>The committee considers it appropriate not to distinguish between the Board members in terms of remuneration, as this may cause an unintentional "hierarchy". It is therefore recommended that the same remuneration is paid to internal and external Board members.</i></p>	<p>A.1) The IT University does not pay remuneration to internal Board members according to the recommendations.</p>	<p>A.1) Remuneration paid to internally elected Board members is not allowed, and therefore, the IT University does not have the powers to follow the recommendation.</p>
<p>3.1.12 Openness</p> <p>A.1) <i>It is recommended that the meetings are held behind closed doors and that only Board members and the senior management of the University have access unless decisions are made to the contrary.</i></p> <p>A.2) <i>It is recommended that the annual report includes information on the government of the University (the governing bodies and their interrelations) and its financial situation. The annual report should also include information on the position, age and other positions in management and boards of directors of the Board members – both Danish and foreign.</i></p> <p>A.3) <i>It is recommended that the Board of Directors establishes guidelines and official mechanisms for whistle-blowing.</i></p>	<p>A.1) Meetings of the board are generally open to everybody, which is contrary to the recommendations.</p> <p>A.2) This information is included in the annual report. The government of the University is described in Appendix 2, and information on the Board members is found in section 1.1 Company Information.</p> <p>A.3) The IT University has discussed and decided on guidelines on whistle-blowing.</p>	<p>A.1) It is stipulated by the Ministry of Science, Innovation and Higher Education that, in general, the meetings should be open. The IT University is therefore unable to follow the recommendation.</p> <p>A.3) At the H-SiSu meeting on 10 June 2010, a note on whistle-blowing was presented and rejected because the IT University has several open bodies which may be approached by students and staff.</p>
3.1.13 Audits		

<p>A.1) <i>It is recommended that the Board of Directors establishes the overall framework of the organisation of the audit, including the use of any private firms of accountants.</i></p>	<p>A.1) It is suggested in section 35(1) of the articles of association that "the Board of Directors may employ external assistance for the revision and management of the budgets and financial reporting of the IT University". The Board of Directors has decided to employ such external assistance (KPMG).</p>	
<p><b>3.2 The relationship between the University Board of Directors and the external interested parties of the University</b></p>		
<p>3.2.1 The general relationship of the University with interested parties</p> <p>A.1) <i>It is recommended that the Board of Directors establishes general principles and values for the co-operation of the University with and in relation to interested parties.</i></p> <p>A.2) <i>It is recommended that the Board of Directors ensures that these principles and values are respected in the external relations of the University, and that the Board of Directors and the senior management together carry out ongoing dialogue and co-operation with the interested parties of the University in this respect.</i></p> <p>A.3) <i>It is recommended that the Board of Directors approves and publishes a specific information and communication policy in relation to the interested parties of the University.</i></p>	<p>A.1) The core values of the IT University:</p> <ul style="list-style-type: none"> <li>• Communication strategy (discussed at Board seminar in June 2008).</li> <li>• Commercialisation strategy (approved by Board at strategy seminar in June 2005).</li> </ul> <p>A.2) Both the Teaching Advisory Board and the Foresight Panel were introduced to these principles, and the principles are represented strongly in the dialogue via the very same recommendations (and in relation to interested parties in general).</p> <p>A.3) This has been carried out via open Board meetings (rules of procedure s. 9) and a communications policy (rules of procedure, s. 11).</p>	
<p>3.2.2. The Government</p> <p>A.1) <i>It is recommended that the Board of Directors prepares procedures to</i></p>	<p>A.1) The IT University supplies e.g.</p> <ul style="list-style-type: none"> <li>• Development contract</li> </ul>	<p>A.1) In addition to the development contract</p>

<p><i>ensure that the Government, including the Ministry of Science, Innovation and Higher Education receives the information required in order to monitor and follow up on the general development of the University as part of the total University sector in Denmark. This can be carried out for example in connection with the preparation of the development contract and the annual report of the University, but may not be limited to these.</i></p> <p>A.2) <i>It is recommended that the Board of Directors takes active responsibility of the preparation of the development contract of the University and of the contract discussion with the Minister of Science, Innovation and Higher Education.</i></p> <p>A.3) <i>It is recommended that, in its relations with the Government, the Board of Directors contributes to promoting the following in particular:</i></p> <ul style="list-style-type: none"> <li>• <i>The desired strengthening of the degree of self-government of the universities. An obvious starting point is the political conciliation on the University Act. It states 10 areas in which further self-government may be possible, e.g. a more flexible staff structure and a simpler system for grants paid per student.</i></li> <li>• <i>Flexible and efficient administration of the requests and inquiries of the universities.</i></li> <li>• <i>Regular presentation by the Government of a total policy stating the role of the Government in relation to the University and stating the control of the universities by the Government.</i></li> </ul>	<ul style="list-style-type: none"> <li>• Annual report</li> <li>• Ongoing reporting.</li> </ul> <p>A.2) Section 10(1)(18) of the articles of association: "following a presentation from the vice chancellor, the Board of Directors forms a development contract with the Minister of Science, Innovation and Higher Education on the total activities of the IT University".</p> <p>A.3) The IT University contributes to this process:</p> <ul style="list-style-type: none"> <li>• By assuming responsibility to the widest possible degree within the framework of the law</li> <li>• Via Universities Denmark.</li> </ul>	<p>and the annual report, the IT University supplies monitoring information to the Ministry on an ongoing basis.</p>
<p>3.2.3 The business community and</p>		

<p>the public sector</p> <p>A.1) <i>It is recommended that, as part of its general tasks, the Board of Directors prepares and publishes a strategy for the co-operation and exchange of knowledge with the business community and the public sector, including co-operation on research and transfer of technology. It is the responsibility of the Board of Directors to follow up on the strategy, including assessing whether the University should strengthen the existing co-operation with the business community.</i></p>	<p>A.1) This will be carried out by means of a commercialisation strategy which has not been published, but which is a part of the research strategy published in 2011.</p>	<p>A.1) This item is marked yellow, because the strategy has not been published. The contract function of the IT University recommends that publication is not carried out owing to the contract negotiations.</p>
<p>3.2.4 The region</p> <p>A.1) <i>It is recommended that, in relevant contexts such as the strategy plan, the Board of Directors establishes general principles of co-operation with the region and creates openness on these relations.</i></p>	<p>A.1) See item 6.3 of the strategy document. Creating Value for the Copenhagen Region through Teaching and Research.</p>	<p>A.1) This item is marked green as the principles in the strategy document of research and education also applies to co-operation in the region. Further, section 6.3 describes results of special importance to the creation of value in the region.</p>
<p>3.2.5 Other universities</p> <p>A.1) <i>It is recommended that, as a major part of its long-term strategy, the Board of Directors prepares a plan for the co-operation with universities in Denmark and abroad and other institutions of higher education and prepares specific action plans for this cooperation.</i></p> <p>A.2) <i>It is recommended that the Chairmen of the Boards of the 8 Danish universities create a forum for the exchange of views and experience, including experience with the relationship with the government.</i></p>	<p>A.1) This has been carried out via the globalisation strategy.</p> <p>A.2) This has been implemented.</p>	
<p><b>3.3 The relationship of the University Board of Directors with</b></p>		

<p><b>the vice chancellor and the senior management in general and the Academic Council</b></p>		
<p>3.3.1 The general relations of the Board of Directors to the senior management and the Academic Council.</p> <p>A.1) <i>It is recommended that the Board of Directors and the senior management together discuss the general guidelines of the relations between the Board of Directors and the senior management, including distribution of responsibilities, preparation of Board meetings, contact between the Board of Directors and the senior management between meetings, etc.</i></p> <p>A.2) <i>It is recommended that the Board of Directors and the senior management prepare written guidelines on this basis, and that these guidelines are made publicly available at the University. They may also be included in the rules of procedure of the Board of Directors.</i></p>	<p>A.1) The distribution of responsibilities will be discussed in connection with the specific cases at the Board meetings. Further, preliminary meetings will be held on the same subjects before the Board meetings.</p> <p>A.2) The IT University has no independent formal guidelines on this. However, to some extent, the articles of association and the rules of procedure describe the relations between the Board of Directors and the senior management, which, however, is mainly represented by the vice chancellor. Thus, the IT University has decided that the senior management is represented by the vice chancellor in the co-operation with the Board of Directors, although, in reality, the areas of responsibility are distributed on the members of the management.</p> <p>The only cases which describes the other members of the senior management in relation to the Board of Directors are: 1) Appointment of members of the management carried out by the Board of Directors on recommendation by the vice chancellor, section 10(1)(12) of the articles of association.</p>	<p>A.2) This item is marked yellow in order to attract attention to the fact that the senior management is only represented by the vice chancellor. However, it is unlikely that this approach by the IT University will constitute a problem. Thus the item will be considered to be green.</p>

<p>A.3) <i>It is decisive that the Board of Directors receives all information on the operations of the University which are necessary for the general protection of the interests of the University. It is therefore recommended that the Board of Directors establishes guidelines of the reporting of the senior management to the Board of Directors and of the communication between the senior management and the Board in general. In all circumstances, the senior management should ensure that all material information is communicated to the Board of Directors irrespective of whether it has been requested or not.</i></p> <p>A.4) <i>It is recommended that, in cases where it is considered necessary, the vice chancellor should request a statement from the Academic Council before the case is presented to the Board of Directors.</i></p> <p>A.5) <i>It is recommended that cases presented by the vice chancellor for decision by the Board of Directors are final and only require the decision of the Board of Directors. In case of doubt, the Board of Directors should decide which cases it chooses to discuss.</i></p>	<p>2) Access to request a meeting of the Board, section 5(1) of the rules of procedure.</p> <p>A.3) This is carried out via</p> <ul style="list-style-type: none"> <li>• The work schedule of the Board of Directors</li> <li>• Section 12 of the rules of procedure: "The chairman of the Board carries out the ongoing contact with the vice chancellor between Board meetings."</li> </ul> <p>A.4) A draft budget is presented to the Academic Council before it is presented to the Board of Directors. Further, the Academic Council will discuss cases such as University evaluations of research autonomy and influence before they are presented to the Board of Directors.</p> <p>A.5) Implemented in section 6(5) of the rules of procedure.</p>	<p>A.3) A practice has been established for the reporting and ongoing supply of information from the management which means that the Board of Directors will be informed of/consulted on all important information.</p>
<p>3.3.2 The relationship between the Chairman of the Board and the vice chancellor</p> <p>A.1) <i>It is recommended that the Chairman of the Board and the vice chancellor discuss the general guidelines of the relationship between the Chairman and the vice chancellor, and that</i></p>	<p>A.1) The IT University has no formal guidelines governing this relationship.</p>	<p>A1) However, the subject is included in the annual self-evaluation of the Board of Directors.</p>



<p><i>these guidelines are made final and unambiguous by the Board of Directors.</i></p>		
<p>3.3.3 The Board of Directors, the vice chancellor and the external relations of the University</p> <p>A.1)  <i>It is recommended that the vice chancellor carries out the external day-to-day representation of the University in accordance with the general distribution of responsibilities between the Board of Directors and the senior management. The vice chancellor should carry out this task in complete accordance with the instructions and views of the Board of Directors in matters which involve the powers of the Board of Directors.</i></p>	<p>A.1)  Implemented in section 11(4) of the rules of procedure.</p>	

## **Appendix 2**

### **Management of the IT University**

The IT University is managed by a Board of Directors and a management.

#### **Board of Directors**

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

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

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

#### **Vice Chancellor**

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

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

#### **Provost**

The provost is the scientific head of research activities, including PhD programmes, and he is responsible for the ongoing development and preparation of all inter-disciplinary procedures in relation to research.

The provost must participate actively in the formulation of strategies and guidelines governing the organisation, long-term activities and development of the IT University.

The provost represents the research activities in relation to the external world.

#### **Head of Administration**

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

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

## **Management**

The management includes the vice chancellor, the provost and the head of administration. The management is responsible for the preparation of the strategies of the IT University and the preparation and negotiation of the development contract with the Ministry of Science, Innovation and Higher Education. For example, the management is currently working on promoting the globalisation and internationalisation of the IT University.

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

In their day-to-day work, the management works on the promotion of the three core values of the IT University: trend-setting, responsibility and openness, throughout the organisation.

## **Academic Council**

The vice chancellor appoints an academic council. The academic council includes a chairman and four members. The vice chancellor is automatically chairman of the academic council. Two members are elected by and among the scientific staff at the IT University, and two members are elected by and among the students at the IT University.

The academic council answers to the vice chancellor in the areas of central strategic research and education and plans the exchange of know-how, awards the degrees PhD and Dr. and may issue statements on all academic matters of material importance to the activities, etc. of the IT University.

## **Study Committee**

The vice chancellor appoints one or more study committees including members in identical numbers of science staff (VIP) and students. Each study committee appoints a chairman among their VIP members and a deputy chairman among their student members. The chairman and the deputy chairman are approved by the vice chancellor. The study committee carries out planning, implementation and development of courses and tuition, including quality assurance and quality development of courses and tuition, preparation of draft curricula and amendments to these and approval of plans for preparation of courses and tests, etc.

## **PhD Committee**

The vice chancellor appoints a PhD committee including members in identical numbers of science staff (VIP) and students. The chairman and the deputy chairman are appointed by the rector on recommendation of the PhD committee.

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

## **Head of Department**

The head of department is appointed and dismissed by the vice chancellor. The head of department is responsible for the day-to-day management of the department, including the planning and allocation of tasks. The head of department may request staff to carry out specific tasks. When science staff is not occupied with such tasks, they carry out independent research within the strategic framework of the IT University.

The head of department ensures quality and cohesion in research and education and must include the study committee and the head of study in its evaluation of education and tuition.

## **Head of Study**

The head of study is appointed and dismissed by the vice chancellor on recommendation of the study committee. The head of study is in charge of the practical preparation of tuition and tests and other evaluations which constitute part of the examination in cooperation with the study committee.

## **Cooperation and Safety Committees**

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

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

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

## Appendix 3

### Members of the IT University's Foresight Panel 2011

#### Consultant and advisor James McGroddy, PhD

**James McGroddy (Chair):** He is a consultant and advisor to firms, universities and government agencies in the US, Europe and Asia on a wide variety of technical and management subjects, with a focus on telecommunications, information technology and the use of these technologies in national security, healthcare and education. He is Chairman of the Board of MIQS, Inc., an electronic medical records company, and of Advanced Networks and Services, Inc. He has served on the Board of Paxar, Inc, a NY exchange listed company, ACI Worldwide, a NASDAQ traded company, and on the boards of Phelps Memorial Hospital Center in Sleepy Hollow, NY, and Stellaris Healthcare, a network of hospitals in Westchester County, NY. He has advised a number of government agencies, including the NSA, and he has chaired several National Academy panels on defence and national security issues. He is a member of the FBI's CIO Advisory Board. McGroddy retired from IBM as a Senior Vice President, Research at the end of 1996. He led a major restructuring of IBM's Research efforts, building a model and management system that is now widely emulated. IBM's Austin TX and Beijing, PRC research centres were opened during his tenure. He holds a PhD in Physics from the University of Maryland and a BS in Physics from St. Joseph's University in Philadelphia. He is a member of the U.S. National Academy of Engineering, and is a fellow of the American Physical Society and of the IEEE.

#### Professor Jeanette Blomberg, PhD

**Jeanette Blomberg:** Research Staff Member, IBM Research and Program Manager for Practice-based Service Innovation. Prior to assuming her current position, Jeanette was a founding member of the pioneering Work Practice and Technology group at the Xerox Palo Alto Research Center (PARC), Director of Experience Modelling Research at Sapient Corporation, and Industry-affiliated Professor and honorary doctorate at the Blekinge Institute of Technology in Sweden. In 2009, she was a visiting professor at University of Technology Sydney. Since she joined IBM Research, she has led projects focused on interactions between IT service providers and their clients, collaboration practices between globally distributed sales teams, the place of stories in corporate imaginaries and new approaches to work-based learning. Her research explores issues in social aspects of technology production and use, ethnographically-informed organizational interventions, participatory design, case-based prototyping and service innovation. Having served as Program Co-Chair twice, Jeanette is an active member of the Participatory Design community, and she sits on a number of advisory boards including the Foresight Panel of the IT University of Copenhagen, the Program in Design Anthropology at Wayne State University, and the Ethnographic Praxis in Industry Conference (EPIC). She is a committee member on The National Academies, the Computer Science and Telecommunications Board, the Committee on Whither Biometrics? Jeanette received her PhD in Anthropology from the University of California, Davis and before embarking on her career in high tech, she was a lecturer in cultural anthropology and sociolinguistics at University of California, Davis. Jeanette is currently writing a book on *Practice-based Design of Services*.

#### Professor John Leslie King, PhD

**John Leslie King:** Vice Provost for Academic Information, William Warner Bishop Professor of Information, and former Dean of the School of Information at the University of Michigan. His

Vice Provost responsibilities involve the transformation of the University and higher education as a result of changes in information technology. He has published more than 175 academic and professional publications from his research on the relationship between changes in information technology and changes in organisations, institutions and markets. Prior to joining Michigan in 2000, he was Professor at the University of California, Irvine, and at different times, he has served as Marvin Bower Fellow at the Harvard Business School, distinguished visiting professor at the National University of Singapore and at Nanyang Technological University in Singapore, and Fulbright Distinguished Chair in American Studies at the University of Frankfurt. He has been Editor-in-Chief of the INFORMS journal *Information Systems Research*, and Associate Editor of *ACM Computing Surveys* and many other journals. Professor King holds a PhD in administration from the University of California, Irvine and an honorary doctorate in economics from Copenhagen Business School. He is a Fellow of the Association for Information Systems and a Fellow of the American Association for the Advancement of Science. He is a member of the National Science Foundation advisory committees in cyber-infrastructure and social, behavioural and economic sciences, as well as a member of the Council of the Computing Community Consortium.

### **Professor Jan van Leeuwen, PhD**

**Jan van Leeuwen:** Professor (Emeritus since December 2011) of Computer Science, former Vice-Dean of the Faculty of Science and former chairman of the Department of Information and Computing Sciences at Utrecht University. As founder of the latter department, he was responsible for the development of its research and teaching programme for many years. He is a highly cited researcher and thus, his research interests range from algorithmic modelling and complexity theory to formal methods and the philosophy of computer science. He initiated the Utrecht Institute for ICT Research. He was a member of the University committee that defined the Bachelor-Master system for Utrecht University, and he played an important role in the creation of the Faculty of Sciences. From 1994 to 2004, Jan van Leeuwen was one of the three editors of the Lecture Notes in Computer Science of Springer-Verlag, the most influential series of conference proceedings and books in Computer Science worldwide. He is a member of the Advisory Council of the Netherlands ICT Research and Innovation Authority, a member of the Turing Centenary Advisory Committee, and Vice-President of Informatics Europe. Jan holds a PhD in mathematics from Utrecht University and an honorary doctorate in the Natural Sciences from the RWTH Aachen University, and he was awarded the Distinguished Lorentz Fellowship 2009-2010 by the Netherlands Institute for Advanced Study. He is a member of the Royal Netherlands Society of Sciences and Humanities and of the Academia Europaea.

## **Appendix 4**

### **Members of the IT University's Teaching Advisory Board 2011**

Anders Blauenfeldt, Product Development Director, YouSee

Christian Mark Christensen, Deputy Director, Topdanmark

Søren Damgaard, Department Manager, IBM Global Technology Services

Lars Frelle-Petersen, Head of Division, Ministry of Finance

Birgit Nordmark Henriksen, Head of Department, The Royal Library

Michael Houghton-Larsen, MD, Rygård Consulting A/S

Thomas Howalt, Creative Development Manager, IO Interactive

Thomas Bøge Edlund Jøhnk, Technical Director, Edlund A/S

Annemarie Kirk, Manager of Digital Development, HAAi

Per Kogut, MD, NNIT A/S

Jan Peter Larsen, Development Manager, Danske Bank

Michael Nielsen, Development Director, Microsoft Development Center Copenhagen

Peter Plantener, Sales Director, Pragmatic Consult A/S

Kristine Stenhuus, Director of Customer Supplies, Traen A/S

Helene Venge, Owner, Helene Venge Management Consulting