

## Enclosure 4

### Follow-up on Strategic 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.

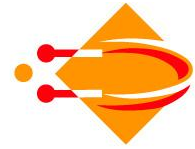




The time and activity schedule of the target has not been kept. However, it is still estimated that the target can be reached within the period as the delays are not critical.

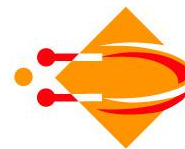






The time and activity schedule of the target has not been kept, and if the present development continues, it will not be possible to reach the target within the time frame.

Target	Description	Comments	Status	Person(s) responsible
T2	The IT University wants to admit at least 410 MSc students in 2011 (as assumed in the budget for 2011).	A total of 417 MSc students were admitted to the IT University in 2011.		Kasper Østerbye
T4	A revision of the MSc Programme in Digital Design and Communication (DDK) and, if necessary, a revised curriculum, have been approved by the ITU Board of Studies.	The revision of the MSc Programme in Digital Design and Communication (DDK) and a revised curriculum has been approved by the ITU Board of Studies at their meeting 19 December 2011.		Gitte Stald
T13	By the end of 2011, the IT University has decided on a strategy for education for 2012-2016.	The Education Strategy was developed at the IT University and it was approved by management 22 December 2011.		Kasper Østerbye
T17	At least 42 % of the courses on offer in 2011 will be in English. (This is an increase of the goal from 38 % in 2009 and 40 % in 2010.)	In spring 2011, the share was 52 per cent, and in autumn 2011, the share was 53 per cent.		Kasper Østerbye, Kim Normann Andersen








T23	<p>By the end of 2011, ITU has implemented an "online collaboration" and "study abroad" package on one of ITU's bachelor or MSc study programmes. The package should be designed as a model for other study programmes, and should include at least the following three components:</p> <ol style="list-style-type: none"> <li>1. A dedicated semester for study abroad activities (All courses in English)</li> <li>2. At least one strategic partner who offers a whole semester of courses interchangeable with the similar semester at ITU (possibly with courses complimentary to courses offered by ITU)</li> <li>3. Planning of online collaboration activities in at least one course offered in the semesters preceding the study abroad semester.</li> </ol>	<p>The study programme chosen is Bachelor in Global Business Informatics, as the teaching is in English and it promotes a global outlook at its core. Status:</p> <ol style="list-style-type: none"> <li>1. Both 4th and 5th semester are well suited for exchange (both incoming and outgoing)</li> <li>2. The negotiation with Singapore Management School is not as far as desired - roughly halfway</li> <li>3. Pending 2, cf. above, the intention for this is at the 3rd semester.</li> </ol>		Kasper Østerbye
T24	<p>Growing network outside North America and Western Europe: In 2011, the IT University will receive at least five visiting faculty from institutions outside Western Europe and North America, and send at least five IT University faculty on visits to institutions outside Western Europe and North America, each visiting for a period of minimum one week.</p>	<p>Faculty visits abroad of a duration of at least one week to institutions outside Western Europe and North America: Søren Debois (China), Dan Witzner Hansen and Diako Mardanbeigi (Brazil), Kjell Yngve Petersen and Thomas Pedersen (Brazil).</p> <p>Visiting faculty of a duration of at least one week by researchers from institutions outside Western Europe and North America: Guto Nobrega, Maria Luiza Fragos and Malu Fragoso (Rio de Janeiro), Xinyu Feng (China), Yusuf Pisan (Australia), Byung Chull Bae (Korea), May Ana Maria Nicolaci-da-Costa (Brazil).</p>		Lars Birkedal






T25	At least 1/3 of the Global Business Informatics bachelor students admitted in 2011 must have a non-Danish background, in this case defined as students who are not Danish citizens, or who are admitted on the basis of a degree not awarded by a Danish institution.	14 of 56 students admitted to the bachelor study programme Global Business Informatics are non-Danish citizens, or Danish citizens admitted by a degree from a non-Danish institution. This corresponds to a share of 25 per cent.		Randi Mar-kussen
T26	By end of 2011, a short document should be written for each MSc study programme that describes how the learning activities add up to the required academic level as described in the study regulations.	The investigation is documented in a matrix document which covers the connection between study activities at courses and the intended learning outcomes in the curriculum for each MSc study programme. The investigation shows that for each of the MSc study programmes the study activities are fulfilling the academic demands in the curriculum. One study programme has not been a part of the investigation, therefore the goal is red.		Trine Eltang
T27	Before 1 July 2011 a plan for the accommodation of the graduates from the new Global Business Informatics study programme into a Master of Science study programme should be in place.	Formally, the objective has been achieved, because the bachelor graduates from the Global Business Informatics study programme will be able to continue on the MSc study programmes SDT and Games.		Kasper Østerbye
T34	The IT University decides on a research strategy (for 2012 - 2016) with a focus on research areas motivated by extraordinary value creation for the Danish society.	The Research Strategy has been approved by the management on 22 December 2011 and afterwards made available on the intranet. This strategy has focus on research areas which create extraordinary value for the Danish society.		Jørgen Staunstrup






T36	By the end of 2011, the IT University has decided a language policy.	The Language Policy was developed by the management based on recommendations of the Language Group. The Language Policy was adopted at the Co-operation and Safety Board (H-SiSu) meeting on 9 June 2011.		Georg Dam Steffensen
T37	The equity of the IT University will at no point in time be below 10 % of the annual expenses.	The result of 2011 is a surplus of DKK 2.5 million, which gives an equity year-end of DKK 39.3 million. The total costs of 2011 is DKK 226.4 million, thus the owners' equity will amount to 17 per cent of the total costs for 2011.		Georg Dam Steffensen
T38	During 2011, the data reported to the "Times Higher Education Ranking" will be included in the scheduled management reporting at the IT University.	Data reported to the "Times Higher Education Ranking" has been included in the analysis "Times Higher Education Ranking" in Management Report no. 10, dated 1 December 2011.		Iben Vitved Bruhn
T39	During 2011, at least 90 % of all the teachers who teach on-line courses will take a course about on-line teaching provided by the Interaction and Learning Unit.	All lecturers at internet-based courses in 2011 have been trained in learnIT, and they have been offered individual coaching regarding the implementing of their courses at the new platform. Further, Interaction and Learning Unit has completed two modules of a future course on interaction in online teaching within the knowledge sharing network teachIT.		Marie Gottlieb
T40	During 2011, the IT Security Committee will deliver an IT contingency plan for the IT University, including a time line for its implementation.	The IT Contingency Plan has been prepared and adopted by the IT Security Committee at their meeting 15 December 2011.		Georg Dam Steffensen



T41	<p>Improve understanding of actual use of teaching areas through, for example, evaluation of use of two hour time slots and measurement of actual occupation rates of areas.</p>	<p>Based on Facilities Managements observations, a report has been submitted to the management concerning the actual use of the teaching areas. Based on the report the management in October received recommendations from the Education Group about ways of reducing the gap between the scheduled and actual use of teaching areas. The Education Group has subsequently been asked to implement the recommendations.</p>		Tina Kolding Feldthusen
T43	<p>The Infrastructure Group surveys best practice in teaching environment evaluations ("undervisningsmiljøvurderinger") and produces guidelines for future such evaluations.</p>	<p>The description of Best Practice in teaching environment evaluations has been completed by the Infrastructure Group. The evaluation of teaching environment has to take place every third year according to legislation.</p>		Tina Kolding Feldthusen
T44	<p>Depending on prices, the library will make between 40 and 50 e-books available in 2011.</p>	<p>23 e-books have been purchased in 2011. But the goal is irrelevant due to:</p> <ol style="list-style-type: none"> <li>1. The Royal Library could not afford to buy e-book readers to the library at the IT University as planned in autumn 2010.</li> <li>2. E-books are not in demand by the library users, so it would be irresponsible to acquire a larger number.</li> </ol>		Peter Sestoft



T45	By spring 2011 a pilot experiment will be carried out to allow all bachelor theses on one study programme to be handed in digitally.	During the spring of 2011 all bachelor projects at the Bachelor in Software Development were handed in by students digitally and subsequently distributed digitally. The experiences from the pilot project will be included in the general project on digital handing-in at the IT University.		Trine Eltang
T46	During 2011, ITU will renew two core components of its administrative IT platform (preferably: the mail and the calendar function). If possible, these solutions will be based on Cloud Computing.	Intensive work has been done to create a cloud based solution for mail and calendar. Two paths have been followed, a technical and regulatory. The reason for not finding a solution during 2011 is the entering of new paths where legislation is being challenged. Despite massive efforts by the parties including VTU / IT- og Telestyrelsen, Microsoft and Deloitte, the goal could not be fulfilled in 2011.		Henrik Ejby Bidstrup
T47	The Head of Studies, the Head of the Department and the Management come up with an academically defensible solution to the problem of basing part-time education on research.	Several new initiatives have been decided and the issue has been written into the Education Strategy for 2012-2016. Hereby, it has become a central strategic goal.		Kasper Østerbye