IT University
of Copenhagen

For the Members of the Board

12 September 2013

Confidential Items are marked in grey and are only for the Board´s own use. This applies to enclosures marked in grey as well.

The rest of this document and enclosures are Publicly Available Information.

Agenda for the IT University Board Meeting on Friday, September 20, 2013, at 16:00 – 17:15, in Room 3A20/28, IT University of Copenhagen, Rued Langgaards Vej 7, 2300 Copenhagen S

Public items:

1. Approval of the minutes from the previous meeting (decision)

2. Follow-up on result goals and strategy goals (briefing)
   Enclosure 1: Follow-up on Development Contract Goals for 2013 as of June 30, 2013
   Enclosure 2: Follow-up on Strategic Goals for 2013 as of June 30, 2013

3. Half-year accounts and prediction for the result of 2013 (briefing)
   Enclosure 3: Accounts of IT University of Copenhagen as per June 30, 2013

4. Draft of strategic focus areas and framework budget 2014-2016 (decision)
   Enclosure 4: Overview of Goals for 2014
   Enclosure 5: Framework budget 2014-2016
   Enclosure 6:

5. Rules of Procedure review (decision)
   Enclosure 7a: Forretningsorden (2012-04-20 in Danish)
   Enclosure 7b: Rules of Procedure (2012-04-12)

6. The Board´s self-evaluation 2013 (decision)
   Enclosure 8: ITU-Board Self-evaluation Questionnaire

7. Plan for Tasks of the Management, Board Meetings etc., 2014 (decision)
   Enclosure 9: Plan for Tasks of the Management, Board Meetings etc., 2014

8. Questions regarding mail delivered briefings (briefing)

9. Any Other Business

The Vice Chancellor´s comments on the agenda

Public items:

Item 1: Approval of the minutes from the previous meeting (decision)
No comments to the minutes from the meeting on April 19, 2013, have been received.

Recommendation:
The Management recommends that the minutes be approved.

Item 2: Follow-up on result goals and strategy goals (briefing)
Enclosure 1: Follow-up on Development Contract Goals for 2013 as of June 30, 2013
Enclosure 2: Follow-up on Strategic Goals for 2013 as of June 30, 2013

Comments on enclosure 1:
Employment rates (M2): Although final numbers for the employment rates of graduates for the four years 2008-2011 will not be available until the Minitry of Education prepares its next annual audit of ITU (in 2014), it appears (according to numbers we have obtained with the help of Statistics Denmark) that the employment rates rise 1 percentage point compared to employment rates of graduates for the four years 2007-2010, from 81 % to 82 %. We still have an issue with low employment of Games graduates. This is being addressed by changes to the programme intended to widen the horizon and qualifications of Games graduates to go beyond the Games industry.

Publication output (M8): Although M8 is recorded as white in Enclosure 1 (because of delays in counting beyond the control of ITU), we now know that the goal for 2012 concerning bibliometric points *was* achieved. (The goal for 2011 was not achieved.) We are very pleased that this goal turned green for 2012, since this is an important indicator of the research output of ITU.

External research funding (M9): The number of applications and the total amount of external research funding has been increasing since last year, but not as much as stated in the budget. One of the reasons is that the percentage of applications that were successful has been decreasing. The Department Management is systematically mapping out funding opportunities and pursuing them with faculty.

Course evaluation results (M10): Focus is on reducing the number of courses that receive a low score. We believe part of what is needed is even closer follow-up by the Board of Studies and the Section Heads.

Item 3: Half-year accounts and prediction for the result of 2013 (briefing)
Enclosure 3: Accounts of IT University of Copenhagen as per June 30, 2013

Conclusion Based on the accounts for the second quarter of 2013 and the forecast for the remainder of 2013, the IT University is very liquid and has a healthy economy. The anticipated result is approx. DKK 5.8 million.

Item 4: Draft of strategic focus areas and framework budget 2014-2016 (decision)
Enclosure 4: Overview of Goals for 2014
Enclosure 5: Framework budget 2014-2016
Enclosure 6:

To a large extent, the goals for ITU is given by the development contract with the Minister, see M1-M16 in Enclosure 4. We propose a small number (four) extra "internal" goals (also referred to as "strategic" goals) concerning:

- Continued development of strategic research areas
- Innovations in teaching
- Digitalisation projects
- Faster completion

There is high demand for software graduates and the entry requirements at ITU are high in this area. We therefore propose to increase the intake on the Bachelor programme in Software to 90 in 2014. The 2013 budget intake on this programme was 60.

We propose a significant growth in the number of faculty, reflecting increasing numbers of students in the Business corner and the software corner of the ITU triangle. Altogether, we propose giving the Department funding for an increase of 14 FTE in 2014.

We believe that it is better to invest up front on IT systems that can handle an increased number of students and employees rather than to man up on existing manual processes. Also included in the budget is therefore five million DKK for projects that enable scaling up of the activities of the university. A sufficient pipe-line of projects to spend this money exists, but the prioritisation among the projects is placed in the project governance structure.

The research and education strategies (and their globalisation addenda) contain initiatives that require some funding. We have allocated a pool of 1 million DKK for this purpose in the budget. The Department Management, the Board of

Studies or other bodies who take initiatives rooted in the strategies can apply to Management for funding from this pool.

The common theme for the above initiatives is to exploit the opportunity that ITU has for increasing the volume of research and research-based teaching that ITU delivers. These investments do lead to a negative budget result for 2014, followed by a positive result for 2015 and 2016.

Taking into account ITU's equity and the uncertainty associated with the budget, we believe we can manage the risk associated with the negative budget result for 2014 without jeopardizing the soundness the university's financial situation.

Recommendation
Management recommends that the Board approve the submitted budget framework and authorize the Management to prepare the budget proposal for 2014.

The final budget proposal for 2014 will be presented to the Board at the Board meeting on 22 November 2013.

Item 5: Rules of Procedure review (decision)
Enclosure 7a: Forretningsorden (2012-04-20 in Danish)
Enclosure 7b: Rules of Procedure (2012-04-20)

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

Recommendation:
The Management recommends that the current Rules of Procedure, decided on and approved at April 20, 2012, are used unchanged.

Item 6: The Board´s Self-evaluation 2013 (decision)
Enclosure 8: ITU-Board Self-evaluation Questionnaire

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

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

1/Each member of the Board receives a questionnaire in the end of September 2013. The questionnaire is filled in and returned by e-mail to the Chairman of the Board, e-mail: jli@newmail.dk (with cc to gigr@itu.dk) **on Friday, October 11, 2013, the latest**.

2/With the filled in questionnaire as starting point, the Chairman of the Board has a talk with the members of the Board – separately, if necessary. These talks will be scheduled by agreement with the parties in question.

3/As in item on the agenda at the board meeting on November 22, 2013, the Chairman of the Board will present his observations from the talks with the Board Members and lead a discussion of any identified problems. The item will be confidential and can take place without the presence of the Management.

Item 7: Plan for tasks of the Management, Board Meetings etc., 2014 (decision)
Enclosure 9: Plan for Tasks of the Management, Board Meetings etc., 2014

Especially the items in **bold** are relevant to the Board Members.

Recommendation:
The Management recommends that the plan be approved.

Item 8: Questions regarding mail delivered briefings (briefing)
- E-mail 2013-05-14: Foresight Panel Report, May 3, 2013

Item 9: Any Other Business

Yours sincerely,

Gitte Gramstrup
Assistant to the Management