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For the Members of the IT University Board

**Comments on the minutes are kindly asked to be given in writing to the Journal ([journalen@itu.dk](mailto:journalen@itu.dk)) on October 5, 2013, the latest.**

If no objections have been received within the deadline, the minutes will be regarded as approved. Subsequently, decisions and initiatives will be effectuated and the Publicly Available Information made public. The minutes are formally approved as the first item on the next Board meeting.

If objections of essential character are received within the deadline, the revised minutes will be sent out to the Members of the Board with a **further 8 days of deadline for objections**. If no further objections have been received within this deadline, the minutes will be made public. **In the case further objections are received within this deadline, the minutes will await approval at the next Board meeting before they are made public.**

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 the document and enclosures are Available Public Information.

## MINUTES

Board meeting, September, 20, 2013, at 16:00 – 17:15
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### Present:

From the Board: Jørgen Lindegaard, Annette Stausholm Nielsen, David Jay Bolter, Maria Rørbye Rønn, Sebastian Büttrich, Thomas Hildebrandt (from item 2), Mark Gray and Alexander Momtaz Jacobsen.

From the Management: Mads Tofte, Jørgen Staunstrup and Georg Dam Steffensen.

Regrets: Per Ladegaard.



The minutes taker:  
Gitte Gramstrup

(The meeting followed the Board´s strategy seminar on the same day, which was the reason for a tighter time-schedule than usual.)

## **Public items:**

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

No comments to the minutes from the meeting on April 19, 2013, had been received.

#### ***Recommendation:***

*The Management recommended that the minutes be approved.*

#### ***Conclusion:***

*The minutes were formally approved.*

### **2. Follow-up on result goals and strategy goals (briefing)**

Concerning enclosure 1 and 2, Mads Tofte referred to the Management´s comments on the agenda.

As regards M9 and the next step, asked by Mark Gray, Jørgen Staunstrup informed that with respect to 2013, there is very little to do now. In 2014 different activities are planned, and the goal is still 40 mio DKK.

As regards M2, asked by Annette Stausholm Nielsen, Mads Tofte informed of a developed concept in progress of how to set up a mentoring programme.

As regards M10, asked by Annette Stausholm Nielsen and the Chairman of the Board, Mads Tofte mentioned a number of possible reasons for bad course evaluations and the need to closely study what the students write in the answers. Asked by Jay Bolter, Mads Tofte informed that no one sits in the classes and actually watches the teaching, but this is something being considered. Asked by Alexander Momtaz Jacobsen, Mads Tofte told about the reason to have course evaluation before the exam (a wish for having a dialogue with the students during the course). The response rate is approximately 50, which is good.

### **3. Half-year accounts and prediction for the results of 2013 (briefing)**

Georg Dam Steffensen referred to enclosure 3 and the good result of the year, although a bit lower than previously expected. Management has decided on an effort to get more part-time students. Annette Stausholm Nielsen remarked that the "over-performance" according to the budget seems to be a trend. The Chairman of the Board remarked that the cash flow seems to be at a reasonable level now.



#### **4. Draft of strategic focus areas and framework budget 2014-2016 (decision)**

Mads Tofte referred to the Management's comments on the agenda. The themes of the proposed small number of "internal" goals are experiments of methods of teaching and efficiency of administration. Jørgen Staunstrup supplemented that the Management has made an effort to reduce the long list of goals, and a lot of planned activities next year are not formulated as goals on the list.

As regards enclosure 5, Mads Tofte referred to the comments on the agenda. The Chairman of the Board commented that the IT University of Copenhagen seems to have reached a certain plateau and asked about further development. Mads Tofte and Georg Dam Steffensen mentioned the strategic investment incorporated in the framework: An increase from 60 to 90 in the number of bachelor students in software development and the necessary recruitment of faculty. Also, there is the possibility of admitting more good students, if it is possible to hire the necessary faculty and the employment rates are good. The numbers in enclosure 5 reflect the facts known now. If these change, then the numbers can change. The Chairman of the Board stated that the revised EBUSS very well might show to be a big opportunity.

Asked by Mark Gray, Mads Tofte elaborated on the equity and the report (on all universities in DK) from the Audit Department (Rigsrevisionen) which was positive.

##### ***Recommendation:***

*The Management recommended that the Board approve the submitted budget framework and authorize the Management to prepare the budget proposal for 2014.*

##### ***Conclusion:***

*The Chairman of the Board concluded that the recommendation unanimously was approved and authorized the Management to prepare the budget proposal for 2014, including a possible deficit (up to the amount of ½ mio DKK) if money is put in commercialisation.*

#### **5. Rules of Procedure review (decision)**

The Chairman of the Board asked if everybody agreed on using the Rules of Procedure unchanged. Alexander Momtaz Jacobsen asked for more meetings (to discuss broader/bigger items and to make the students better prepared of board work) and mentioned examples from other universities. The Chairman of the Board rounded this discussion by stating that in his opinion there is the right level of interaction with the board and management, and he finds no reason for changes. It is not a task for the board to be involved in details or issues concerning the daily running of the university or to prepare the students for knowing more of board work.



Mark Gray found the timing of the election of student representatives on the board to be bad. Instead, election in November and joining the board in January would be better. Georg Dam Steffensen and Mads Tofte stated that of course this matter can be considered.

About the yearly number of board meetings, the Chairman of the Board found no reason to decide any changes at present. The Board's yearly self-evaluation is coming up, and the issue can be discussed on this occasion (the Board Members can put forward their different comments when answering the questionnaire). Mads Tofte stated that the Management is very satisfied with the way things are now and mentioned, that it takes about a month to prepare a board meeting. The Chairman of the Board supplemented that a board member always has the possibility to contact him or Management outside meetings. The Chairman of the Board found it very important that the daily running of the IT University of Copenhagen is not a subject for the Board. Mads Tofte mentioned the possibility of other meeting places to discuss different subjects.

**Recommendation:**

*The Management recommended that the current Rules of Procedure, decided on and approved at April 20, 2012, be used unchanged.*

**Conclusion:**

*The recommendation was approved with the comment that the Board's yearly self-evaluation is coming up. Also, the Board noted that the Management will take the matter of the timing of the election of student representatives to the Board into consideration.*

**6. The Board's self-evaluation 2013 (decision)**

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.

The Chairman of the Board referred to the comments on the agenda and "same procedure as last year".

**Recommendation:**

*Based on the Self-evaluation Questionnaire, the following procedure was 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](mailto:jli@newmail.dk) (with cc to [gigr@itu.dk](mailto: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 an 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.*

**Conclusion:**

*The recommended procedure was unanimously approved.*

**7. Plan for tasks of the Management, Board Meetings etc., 2014 (decision)**

The Chairman of the Board asked if there were any comments to the plan. Due to other commitments, Maria Rørbye Rønn, knowing of the difficulties in finding a date that suits all, asked to have the Board´s Strategy Seminar 2014 moved to June 16<sup>th</sup> or 17<sup>th</sup>. Mark Gray mentioned that June in fact is a bad month for the student representatives to have meetings, due to exams. Thomas Hildebrandt added that May is also a bad month for faculty representatives teaching. It was a general agreement among the Board Members to try to have future seminars by the end of May, and for 2014, May 27<sup>th</sup> was preferred. About meeting with the Foresight Panel, the Board noted special logistic problems in meeting with the panel in 2014, and that it will be discussed with the Chairman of the Board how to do things further on.

**Recommendation:**

*The Management recommended that the plan be approved.*

**Conclusion:**

*With the above mentioned comments, the Plan for tasks of the Management, Board Meetings etc., 2014, was unanimously approved by the Board. (Subsequently, it has turned out to be impossible for Per Ladegaard to attend a seminar on the preferred date, May 27<sup>th</sup>, 2014. Instead, it is suggested to have the Board´s Strategy Seminar (all day meeting) on Monday, May 26<sup>th</sup>, 2014, and the Plan for tasks of the Management, Board Meetings etc., 2014, will be revised according to this, if no objections are received from the Board Members.)*

**8. Questions regarding mail delivered briefings (briefing)**

The Chairman of the Board concluded that there were no questions to the mail delivered briefings.

**9. Any Other Business**

Annette Stausholm Nielsen informed of her 25 year anniversary at IBM, which will be celebrated on October 11<sup>th</sup>. The Board Members will receive an invitation, and she hoped to see everybody.

Alexander Momtaz Jacobsen informed that he will not run for the board again. The present meeting was therefore his last one as student representative of the



IT University of Copenhagen Board. The Chairman of the Board thanked Alexander for his work on the board and wished him the best of luck with future activities.

Respectfully submitted,

Gitte Gramstrup  
Assistant to the Management