

Executive Management  
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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 Thursday, April 14, 2016, at 14:00 – 17:00, in Room 3A20/28, IT University of Copenhagen, Rued Langgaards Vej 7, 2300 Copenhagen S**

**Public items:**

- 1. Welcome to two new elected Board Members (briefing)**
- 2. Approval of the minutes from the previous meeting (decision)**
- 3. Annual Report 2015 (decision)**
  - Enclosure 1a+b:** Annual Report 2015 (in Danish and English)
  - Enclosure 2a+b:** Ernest & Young's Long-form Audit Report, dated April 14, 2016 (in Danish and English)
  - Enclosure 3:** The Auditor General's Statement, IT University of Copenhagen (in Danish) – to be sent out subsequently or distributed at the meeting
- 4. Fulfilment of goals and accounting figures for 2015 (discussion)**
  - Enclosure 4:** Follow-up on the Strategic Target for 2015
- 5. Institutional Accreditation – a status (briefing)**
  - Enclosure 5:** Application for Re-Accreditation of the IT University of Copenhagen
  - Enclosure 6:** Quality Policy for 2016

**Confidential item:**

**6.**

**Public items:****7. Presentation of Education Portfolio Report and Executive-level Employers' Panel Report (briefing)****Enclosure 7:** Executive-level Employers' Panel Report**8. A new vision for ITU (decision)****Confidential items:****9.****10.****11.****Public items:****12. Adjustment of Articles of Association of the IT University of Copenhagen (decision)****Enclosure 10a:** Vedtægter for IT-Universitetet i København (særligt § 28, stk. 1 og 2, samt Tillæg 1, § 1, stk. 2, med rettelser)**Enclosure 10b:** Articles of Association of the IT University of Copenhagen (particularly Section 28, subsection 1 and 2, and Appendix 1, Section 1, subsection 2, with mark-ups)**13. Amendment to ITU's Development Contract 2015-2017 – status (briefing)****14. Follow-up from the previous Board Meeting in November 2015 (briefing)****15. Questions regarding mail delivered briefings (briefing)**

- E-mail 2016-01-07 Change of ITU's Development Contract - hearing

**16. Any Other Business**

## Executive Management's comments on the agenda

### Public items:

#### **Item 1: Welcome to two new elected Board Members (briefing)**

Associate Professor Irina Scklovski and Academic Officer Martin Kangas Christensen have been elected as new Board Members as per January 1<sup>st</sup>, 2016.

#### **Item 2: Approval of the minutes from the previous meeting (decision)**

No comments to the minutes from the meeting on November 19, 2015, have been received.

#### **Recommendation:**

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

#### **Item 3: Annual Report 2015 (decision)**

**Enclosure 1a+b:** Annual Report 2015 (in Danish and English)

**Enclosure 2a+b:** Ernest & Young's Long-form Audit Report, dated April 14, 2016 (in Danish and English)

**Enclosure 3:** The National Audit's Statement, IT University of Copenhagen (in Danish) – to be sent out subsequently or distributed at the meeting.

Peter Gath and Margrethe Bergkvist, Ernest & Young, will present Ernest & Young's Long-form Audit Report to the Board.

Tina Laigaard and Jannik Dalgaard, Auditor General, will present the result of the Auditor General's review and evaluation of the Annual Report 2015 to the Board.

The financial result for 2015 is very heavily influenced by the outcome of the rent negotiation, which led to a reduction amounting 7.5 million DKK in rent concerning 2015 plus back-payment amounting 11.4 million DKK concerning rent for 2013 and 2014. Thus, 18.9 million DDK out of the result of 20.5 million DDK are related to the rent reduction.

Concerning the development contract, there are two traffic lights that are not green. One is the familiar problem with the external research funding. The annual report describes follow-up actions. Note that the goal is yellow, because the Auditor General has asked us to use the colour yellow for goals which are between 75 % and 99 % fulfilled. (ITU used to paint all end-year results either green or red.)

The only red goal is the one concerning reduction in completion times. However, in part, the lack of reduction in average completion times is to be expected while the progress reform is new, because a larger-than-previously proportion of the students

who graduate will have taken a long time to complete, thereby adding to the average completion times. See Section 4 of the Annual Report for further comments.

**Recommendation:**

*The Executive Management recommend that the Annual Report 2015 be approved by the Board.*

**Item 4: Fulfilment of goals and accounting figures for 2015 (discussion)**

**Enclosure 4:** Follow-up on the Strategic Target for 2015

Note that many of the development contract goals that were yellow at the November meeting ended up being green. That applies to the Course Evaluation (T1); strategy for student diversity (T6); global competence profiles (T7); social mobility (T8); and number of PhD students (T10). The interpretation of green has not changed, so these are genuine status improvements.

The single additional strategic goal, which concerned the number of students admitted on Master and Diploma programmes, was reached in 2015 (see Enclosure 4). However, the admission numbers for spring 2016 have been disappointing. The university is working on factoring the Master programmes out into a separate entity. This will make it possible to solve some of the issues that are currently barriers to growth on part-time education. For further discussion of this initiative, see comments to Item 14.

**Item 5: Institutional Accreditation – a status (briefing)**

**Enclosure 5:** Application for Re-Accreditation of the IT University of Copenhagen

**Enclosure 6:** Quality Policy for 2016

ITU submitted its application for re-accreditation in time for the March 1<sup>st</sup> 2016 deadline. Enclosure 5 only contains the application itself. Most of the enclosures to the application are omitted here, for brevity (since there are 89 appendices totalling 667 pages). However, we have enclosed one of the appendices, namely the new Quality Policy (Enclosure 6).

The Accreditation Panel will visit ITU on April 5<sup>th</sup> 2016 and then again in May. A decision can be expected before towards the end of 2016.

**Confidential item:**

**Item 6:**

**Public Items:****Item 7: Presentation of Education Portfolio Report and Executive-level Employers' Panel Report (briefing)****Enclosure 7:** Executive-level Employers' Panel Report

Per Kogut, Chairman of the Executive-level Employers' Panel, will present the Executive-level Employers' Panel Report to the Board.

**Item 8: A new vision for ITU (decision)**

Following the Board Meeting in November 2015 and subsequent emails from the Board members, a revised vision statement was sent for hearing among employees and students. The hearing process involved discussion in the departments and sections of the university, a faculty meeting with the Vice Chancellor, and hearing of Academic Council. This generated a fair amount of input. Based on the input, Executive Management now makes the following recommendation:

**Recommendation:** *Executive Management recommends that the Board decide that, from now on, the vision statement of the IT University of Copenhagen is:*

We create and share knowledge that is profound and leads to ground-breaking information technology and services for the benefit of humanity.

*Danish:*

Vi skaber og deler viden som er dyb og fører til banebrydende informationsteknologi og tjenester til gavn for menneskeheden.

**Confidential items:****Item 9:****Item 10:****Item 11:****Public items:****Item 12: Adjustment of Articles of Association of the IT University of Copenhagen (decision)**

**Enclosure 10a:** Vedtægter for IT-Universitetet i København (særligt § 28, stk. 1 og 2, samt Tillæg 1, § 1, stk. 2, med rettelser i rødt)

**Enclosure 10b:** Articles of Association of the IT University of Copenhagen (particularly Section 28, subsection 1 and 2, and Appendix 1, Section 1, subsection 2, with mark-ups in red)

The Articles of Association of the IT University of Copenhagen, Section 28, needs an amendment as a consequence of the Board's decision on September 17, 2015, to close the Foresight Panel.

Appendix 1 needs an amendment as a consequence of the new structure of Employers' Panels with one Executive-level Employers' Panel and seven Programme-specific Employers' Panel.

The rest of the amendments (with blue mark-ups (Danish version) and red mark-ups in Appendix 2) are "technicalities", due to new minister and ministry and to suggestions of correction from the Danish Agency for Higher Education.

**Recommendation:**

*The Executive Management recommends that the amendments be approved. Subsequently, the Articles of Association of ITU will be sent to the minister for approval and signing, cf. the Danish University Act, Section 13, sub-section 1.*

**Item 13: Amendment to ITU's Development Contract 2015-2017 – status (briefing)**

So far, there has been no response to the draft development contract which ITU has sent to the Ministry.

**Item 14: Follow-up from the previous Board Meeting in November 2015 (briefing)**

**The strategic goal for 2016 "Organising for New Growth in the number of single-subject students (Danish: "enkeltfagsstuderende")":**

With reference to the minutes from the Board's meeting on November 19, 2015, item 5 (Strategic Goals 2016), about 4 ("Organising for New Growth in the number of single-subject students") and a concern put forward regarding giving single-subject students preference over full-time students on Master Programmes, Executive Management has been asked to look into the matter.

To illustrate the matter, consider the course "it-projektledelse og programstyring", which is part of the part-time programme "Master i IT-ledelse". In Spring, 2016, this course is taken by 4 Diploma students; 15 MSc DIM students; 7 MSc DDK students; 2 MSc SDT students; 1 Master IND student; 1 Master ILS student and 1 Master ITL student. Moreover, 5 single-subject (part-time) applicants were not granted admission, due to lack of available spaces on the course. Three single-subject students were admitted on the course, due to the policy of allocating three spaces for

single-subject students on all courses. Note that only one of all the students registered on the course was enrolled on the programme to which the course belongs!

Following the proposed changes to part-time programmes could be done in several ways. For example, one could develop an MSc course which DIM students, DDK students and other MSc students without professional experience with IT project management could take and revise the Master I IT-ledelse course "it-projektledelse og programstyring" to assume experience with IT project management (which the current version of the course does not). The latter course would then offer spaces for the 5 rejected applicants and moreover, contents and pedagogy can be tailored to students who are experienced, thereby helping to make the part-time Master programme more attractive to part-time students.

Granted that there is need for knowledge about IT project and programme management both for MSc students without professional experience and for part-time students (whether Master or single subject) with relevant professional experience (so much so that the current course is over-subscribed), separating the courses could create growth, in accordance with the strategy.

#### **Study Progress Reform – changes from government:**

With reference to the minutes from the Board meeting on November 19, 2015, item 3, about T2 (reduction of the average excess of study time for BSc and MSc graduates) and the final changes by the government with regards to the study progress reform, Executive Management has been asked to give a short briefing on the topic. Questions will be answered at the meeting.

#### **Item 15: Questions regarding mail-delivered briefings (briefing)**

#### **Item 16: Any Other Business**

The Communication Department has asked for new photos of the Board, and a photo session has been arranged. This will take place in a break during the meeting.

Yours sincerely,

Gitte Gramstrup  
Assistant to the Executive Management



IT-UNIVERSITETET I KØBENHAVN

# ÅRSRAPPORT 2015



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# 1. PÅTEGNING

## 1.1 VIRKSOMHEDSOPLYSNINGER

**Virksomheden** IT-Universitetet i København  
Rued Langgaards Vej 7  
2300 København S

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Mail itu@itu.dk  
Web www.itu.dk

CVR-nr.: 29 05 77 53

**Hjemstedskommune** København

**Bestyrelse** **Jørgen Lindegaard**, bestyrelsesformand, tidligere koncernchef og adm. direktør i ISS-Holding, ISS A/S og SAS Group (henholdsvis 2006-2010 og 2001-2006), født 1948.  
Bestyrelsesformand i AVT Business School, JL Rungsted Holding ApS, Vimmelskaftet 39-41, Trifina Holding ApS, Scania Danmark, Norsk Scania A/S, Viking-Danmark A/S og Pre Seed Innovation A/S.  
Bestyrelsesmedlem i Stilde Plantage A/S.  
Direktør for JL Rungsted Invest ApS.

**Per Ladegaard**, koncerndirektør i Nykredit Holding A/S og Nykredit A/S indtil september 2014, født 1953.  
Afgået ved døden den 24. april 2015.

**Annette Stausholm**, afdelingschef, IBM, født 1959.  
Modtager af European Women of Achievement Award 2004.

**Jay David Bolter**, Co-Director for New Media Center og professor i New Media, School of Literature, Communications, and Culture på Georgia Institute of Technology, USA, født 1951.  
Udtrådt af bestyrelsen pr. 30. september 2015.

**Maria Rørbye Rønn**, generaldirektør for DR, CEO, født 1964.  
Næstformand i bestyrelsen for Ritzaus Bureau A/S.  
Bestyrelsesmedlem i CfL.  
Medlem af Advisory Board Ordrupgaard.

**Lars Mathiesen**, direktør, Frost Management, født 1956.  
 Bestyrelsesformand i Copenhagen Fintech Innovation and Research (CFIR).  
 Bestyrelsesmedlem i Signicat AS og 7N A/S.  
 Medlem af Statens It-projektråd og Københavns Kommunes It-projektråd.  
 Indtrådt i bestyrelsen pr. 1. oktober 2015.

**David Basin**, dr., professor, Swiss Federal Institute of Technology (ETH), Zürich, født 1961.  
 Indtrådt i bestyrelsen pr. 1. oktober 2015.

**Thomas Hildebrandt**, lektor, IT-Universitetet i København, født 1972.  
 Udtrådt af bestyrelsen pr. 31. december 2015.

**Sebastian Büttrich**, specialkonsulent, IT-Universitetet i København, født 1964.  
 Udtrådt af bestyrelsen pr. 31. december 2015.

**Gabriele Zeizyte**, bachelorstuderende, IT-Universitetet i København, født 1994.

**Vytautas Davidavicius**, bachelorstuderende, IT-Universitetet i København, født 1981.

#### **Direktion**

Mads Tofte, rektor  
 Jørgen Staunstrup, prorektor (indtil den 31. marts 2015)  
 Georg Dam Steffensen, universitetsdirektør

#### **Revisor**

Rigsrevisionen  
 St. Kongensgade 45  
 1264 København K

#### **Institutionsrevisor**

Ernst & Young  
 Godkendt Revisionspartnerselskab  
 Osvald Helmuths Vej 4  
 Postboks 250  
 2000 Frederiksberg

**Advokat**

Andersen Partners Advokatpartnerselskab  
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6000 Kolding

Kammeradvokaten  
Advokatfirmaet Poul Schmith  
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KG LAW IVS  
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NORDIA Advokatfirma I/S  
Østergade 16  
1100 København K

**Bank**

Danske Bank A/S  
Holmens Kanal 2-12  
1092 København K



**IT-Universitetet**  
i København

## 1.2 LEDELSESPÅTEGNING

Bestyrelsen og direktionen har dags dato behandlet og godkendt årsrapporten for IT-Universitetet i København.

Årsrapporten er aflagt i overensstemmelse med bekendtgørelse nr. 598 af 8. marts 2015 om tilskud og revision m.v. ved universiteterne.

Det tilkendegives hermed:

1. at årsrapporten er rigtig, dvs. at årsrapporten ikke indeholder væsentlige fejlinformationer eller udeladelser, herunder at målopstillingen og målrapporteringen i årsrapporten er fyldestgørende,
2. at de dispositioner, som er omfattet af regnskabsaflæggelsen, er i overensstemmelse med meddelte bevillinger, love og andre forskrifter samt med indgåede aftaler og sædvanlig praksis, og
3. at der er etableret forretningsgange, der sikrer en økonomisk hensigtsmæssig forvaltning af de midler, der er omfattet af årsrapporten.

København, den 14. april 2016

### IT-UNIVERSITETET I KØBENHAVNS DIREKTION

Mads Tofte  
Rektor

Georg Dam Steffensen  
Universitetsdirektør

### IT-UNIVERSITETET I KØBENHAVNS BESTYRELSE

Jørgen Lindegaard  
Formand, eksternt medlem

Annette Stausholm  
Eksternt medlem

Maria Rørbye Rønn  
Eksternt medlem

Lars Mathiesen  
Eksternt medlem

David Basin  
Eksternt medlem

Irina Shklovski  
Medarb. repræsentant

Martin Kangas Christensen  
Medarb. repræsentant

Gabriele Zeizyte  
Stud. repræsentant

Vytautas Davidavicius  
Stud. repræsentant

### 1.3 DEN UAFHÆNGIGE REVISORS ERKLÆRINGER

Vi er af bestyrelsen for IT-Universitetet i København valgt som institutionsrevisor for IT-Universitetet i København i henhold til universitetsloven § 28, stk. 3. Rigsrevisionen har ansvaret for den samlede revision i henhold til rigsrevisorloven.

### DEN UAFHÆNGIGE REVISORS PÅTEGNING PÅ ÅRSREGNSKABET

#### Til bestyrelsen for IT-Universitetet i København

Vi har revideret årsregnskabet for IT-Universitetet i København for regnskabsåret 1. januar – 31. december 2015, der omfatter resultatopgørelse, balance, egenkapitalopgørelse, pengestrømsopgørelse og noter, herunder anvendt regnskabspraksis. Årsregnskabet er udarbejdet efter bekendtgørelse nr. 598 af 8. marts 2015 om tilskud og revision mv. ved universiteterne.

Ledelsesberetningen, målrapportering om udviklingskontrakten samt hoved- og nøgletal er gennemgået, men ikke revideret.

#### Ledelsens ansvar for årsregnskabet

Ledelsen har ansvaret for udarbejdelsen af et årsregnskab, der giver et retvisende billede i overensstemmelse med bekendtgørelse nr. 598 af 8. marts 2015 om tilskud og revision mv. ved universiteterne.

Ledelsen har endvidere ansvaret for den interne kontrol, som ledelsen anser for nødvendig for at udarbejde et årsregnskab uden væsentlig fejlinformation, uanset om denne skyldes besvigelser eller fejl, samt valg og anvendelse af en hensigtsmæssig regnskabspraksis og udøvelse af regnskabsmæssige skøn, som er rimelige efter omstændighederne.

Herudover er det ledelsens ansvar, at de dispositioner, der er omfattet af årsregnskabet, er i overensstemmelse med meddelte bevillinger, love og andre forskrifter samt med indgåede aftaler og sædvanlig praksis.

#### Revisors ansvar

Vores ansvar er at udtrykke en konklusion om årsregnskabet på grundlag af vores revision. Vi har udført revisionen i overensstemmelse med internationale standarder om revision, yderligere krav ifølge dansk revisorlovgivning og god offentlig revisionsskik jf. aftale om interne revisioner ved universiteterne indgået mellem videnskabsministeren og rigsrevisor i henhold til Rigsrevisorloven § 9. Dette kræver, at vi overholder etiske krav samt planlægger og udfører revisionen for at opnå høj grad af sikkerhed for, om årsregnskabet er uden væsentlig fejlinformation.

En revision omfatter udførelse af revisionshandlinger for at opnå revisionsbevis for beløb og oplysninger i årsregnskabet. De valgte revisionshandlinger afhænger af revisors vurdering, herunder

vurderingen af risici for væsentlig fejlinformation i årsregnskabet, uanset om denne skyldes besvigelser eller fejl. Ved risikovurderingen overvejer revisor intern kontrol, der er relevant for universitetets udarbejdelse af et årsregnskab, der giver et retvisende billede. Formålet hermed er at udforme revisionshandlinger, der er passende efter omstændighederne, men ikke at udtrykke en konklusion om effektiviteten af universitetets interne kontrol. En revision omfatter endvidere vurdering af, om ledelsens valg af regnskabspraksis er passende, om ledelsens regnskabsmæssige skøn er rimelige samt den samlede præsentation af årsregnskabet.

Revisionen omfatter desuden en vurdering af, om der er etableret forretningsgange og interne kontroller, der understøtter, at de dispositioner, der er omfattet af årsregnskabet, er i overensstemmelse med meddelte bevillinger, love og andre forskrifter samt med indgåede aftaler og sædvanlig praksis.

Det er vores opfattelse, at det opnåede revisionsbevis er tilstrækkeligt og egnet som grundlag for vores konklusion.

Revisionen har ikke givet anledning til forbehold.

### **Konklusion**

Det er vores opfattelse, at årsregnskabet giver et retvisende billede af universitetets aktiver, passiver og finansielle stilling pr. 31. december 2015 samt af resultatet af universitetets aktiviteter og pengestrømme for regnskabsåret 1. januar – 31. december 2015 i overensstemmelse med bekendtgørelse nr. 598 af 8. marts 2015 om tilskud og revision mv. ved universiteterne. Det er ligeledes vores opfattelse, at der er etableret forretningsgange og interne kontroller, der understøtter, at de dispositioner der er omfattet af årsregnskabet, er i overensstemmelse med meddelte bevillinger, love og andre forskrifter samt med indgåede aftaler og sædvanlig praksis.

### **Udtalelse om ledelsesberetningen**

Vi har i henhold til bekendtgørelse nr. 598 af 8. marts 2015 om tilskud og revision mv. ved universiteterne gennemlæst ledelsesberetningen, målrapportering om udviklingskontrakten og hoved- og nøgletal. Vi har ikke foretaget yderligere handlinger i tillæg til den udførte revision af årsregnskabet. Det er på denne baggrund vores opfattelse, at oplysningerne i ledelsesberetningen er i overensstemmelse med årsregnskabet.

Frederiksberg, den 14. april 2016

### **Ernst & Young**

Godkendt Revisionspartnerselskab  
CVR-nr. 30 70 02 28

Peter Gath  
Statsautoriseret revisor

Margrethe B. Bergkvist  
Statsautoriseret revisor

## 2. BERETNING

### 2.1 PRÆSENTATION

IT-Universitetet i København er et selvejende universitet under Uddannelses- og Forskningsministeriet.

#### Mission

*IT-Universitetet i København har som sin mission at levere internationalt førende undervisning og forskning, som gør Danmark usædvanlig dygtig til at skabe værdi med it.*

*Værdien skaber IT-Universitetet i København primært gennem it-forskning og it-uddannelse.*

#### Vision

*IT-Universitetet i København er et fremragende eksempel på, at et lille universitet gennem at være innovativt og globalt interaktivt kan opnå verdensklasse, både hvad angår fagligt niveau og værdiskabelse.*

### 2.2 STRATEGI

Hovedelementerne i strategi 2012-2016 er:

1. IT-Universitetet i København lever op til sin mission
2. Markant forøgelse i forskningsvolumen under bevarelse af den høje volumen i uddannelserne
3. Omhyggelig disponering af ressourcer
4. Et fremragende sted at arbejde

Den overordnede strategi er udbygget af delstrategier for henholdsvis uddannelse, forskning, it og kommunikation.

Årsagen til, at IT-Universitetet i København ønsker at øge volumen i it-forskning (jf. punkt 2), er følgende. I 2011 var der i Danmark 73.509 personer beskæftigede i it-stillinger<sup>1</sup>. Antallet af it-forskere på seniorniveau i de primære it-forskningsmiljøer på Copenhagen Business School, Danmarks Tekniske Universitet, IT-Universitetet i København og de datalogiske institutter på Københavns Universitet, Aalborg Universitet og Aarhus Universitet var i 2011 tilsammen 312<sup>2</sup>. Det svarer til cirka fire forskere for hver 1000, der arbejder i it-stillinger i Danmark. Til sammenligning er antallet af forskere (samlet, for alle fagområder) i Danmark 12,98 per 1000 i arbejdsstyrken i 2011, og EU-gennemsnittet var 6,75 forskere per 1000 i arbejdsstyrken i 2011<sup>3</sup>. IT-Universitetet i København erfarer i dagligdagen jævnligt at måtte sige nej til ønsker om forskningssamarbejde med offentlige og private virksomheder alene af kapacitetsårsager. For at øge

<sup>1</sup> Erhvervsstyrelsen: Beskæftigelsesmønstre inden for IKT, marts 2013

<sup>2</sup> Tallet er baseret på data fra de pågældende institutledere.

<sup>3</sup> Uddannelses- og Forskningsministeriet: Danmark i europæisk Forskerrapport 2014 (notat af 21. oktober 2014).



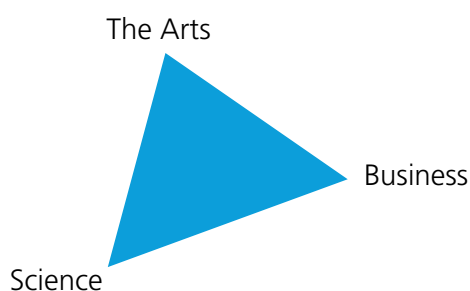
antallet af it- forskere ønsker IT-Universitetet i København at øge den eksternt finansierede forskning og bruge væksten til at øge antallet af ph.d.-studerende på universitetet og derigennem øge it-forsknings-kapaciteten.

Med hensyn til uddannelserne forholder det sig anderledes. Der er igennem de sidste 15 år sket en markant vækst i antal it-uddannelser og i antal it-dimittender i Danmark i en sådan grad, at en del danske it-uddannelser har ganske høje ledighedstal. For IT-Universitetet i København har det høj prioritet at minimere ubalancer mellem udbud og efterspørgsel inden for it-kompetencer i Danmark. Specielt ligger det IT-Universitetet i København meget på sinde at kunne stå inde for den faglige kvalitet og ikke at uddanne til arbejdsløshed. Det har den konsekvens i praksis, at der på nogle af universitetets uddannelser afvises mange kvalificerede ansøgere. Omvendt arbejder universitetet på at få fagområder, hvor der er udækkede behov for it-kompetencer, til at øges i porteføljen af forskning og uddannelse på universitetet.

## IT-UNIVERSITETET I KØBENHAVNS SYN PÅ, HVAD IT ER

*Essensen af informationsteknologien er skabelse, deling og håndtering af mentale forestillinger ved hjælp af digital teknologi.*

Det er således menneskets mentale forestillinger, man kan måske sige intellektet, der er i centrum i informationsteknologien. Nogle af disse forestillinger har deres rod i naturvidenskab og teknik, andre i humaniora og andre igen i den erhvervsmæssige udnyttelse af it. Denne mangfoldighed af specialiseringer er udtrykt i ITU-trekanten:



Dette syn på it er væsentligt for IT-Universitetet i Københavns evne til at tiltrække et stort antal forskere og studerende til området. IT-Universitetet i København har, som universitet dedikeret til it, den helt særlige fordel at kunne samle disse meget forskellige tilgange til it i én organisation med fælles mål og strategi.

## Politiske reformer

Implementeringen af fremdriftsreformen krævede en stor indsats fra ansatte og studerende, men den forløb planmæssigt. Således var der ved starten på efterårssemesteret kun cirka tredive fuldtidsstuderende, der endnu ikke var tilmeldt så mange ECTS, som de skulle i henhold til fremdriftsreformens krav. Som det vil fremgå af et senere afsnit, blev 2015 for IT-Universitetet i København et år med et rekordhøjt antal færdiguddannede kandidater samtidig med dalende dimittendledighed. Det ville være en forsimpning at give fremdriftsreformen æren for disse positive udviklinger, men det kan i hvert fald konstateres, at fremdriftsreformen ikke på nuværende tidspunkt har ført til færre dimittender eller stigende dimittendledighed på IT-Universitetet i København.

Den anden store politiske reform i 2015, dimensionering af uddannelserne, førte til en mild dimensionering af to af universitetets 10 uddannelser.

## IT-UNIVERSITETET I KØBENHAVNS SYN PÅ HVAD DEN IDEELLE IT-UDDANNELSE ER

På IT-Universitetet i København er den ideelle uddannelse en uddannelse, der tilfredsstiller følgende:

- Den tiltrækker et stort antal velkvalificerede studerende
- Såvel det faglige indhold som undervisningen er i verdensklasse
- Uddannelsen giver de studerende kompetencer, som er eftertragtede på arbejdsmarkedet.

Ovenstående princip har væsentlige konsekvenser for IT-Universitetet i Københavns uddannelser. Kun ved at tiltrække et stort antal velkvalificerede studerende kan IT-Universitetet i København uddanne tilstrækkeligt mange dimittender til danske private og offentlige virksomheder. Kun gennem løbende udvikling af organisationens evne til at designe de bedste uddannelser og evne til at levere den bedste undervisning kan målet om fagligt indhold og undervisning i verdensklasse nås. Det tredje punkt i princippet skal forstås sådan, at IT-Universitetet i København har en forpligtelse til at sikre, at alle, der dimitterer fra universitetet, har en "adgangsbillet til arbejdsmarkedet", forstået sådan, at de både har erhvervet sig dyb og langtidsholdbar indsigt og har erhvervet sig kompetencer, der er efterspørgsel efter her og nu på arbejdsmarkedet.

IT-Universitetet i København har i 2015 udviklet en ny kvalitetspolitik med kvalitetsstandarder for alle tre ovenstående punkter: Optag, undervisning og læring samt relevans. Universitetet har blandt andet indført kvalitetsstandarder for forskningsdækning af uddannelserne og for forskningsbaseret uddannelse. Desuden er der udviklet et årshjul for kvalitetsarbejdet, som gennem et hundrede processer løbende arbejder med videreudviklingen af kvaliteten. Årshjulet beskriver ejerskab, varighed og informationsflow for samtlige processer, idet der er lagt vægt på at udvikle et system, der forankrer beføjelser og ansvar helt tæt på de enkelte uddannelser. Mange af de

i årshjulet beskrevne (kvalitets)processer er blevet afprøvet i organisationen i 2015, og processerne er løbende justeret derefter.

Med henblik på at kunne sikre progression i opbygningen af forskningen og uddannelserne har IT-Universitetet i København i løbet af 2015 indført rullende fire-semester planer for rekruttering af videnskabelige medarbejdere.

IT-Universitetet i København har i løbet af 2015 påbegyndt etableringen af et nyt system af aftagerpaneler. Der etableres to typer af aftagerpaneler, nemlig syv uddannelsesspecifikke aftagerpaneler og et executive-level aftagerpanel. IT-Universitetet i København har 10 uddannelser, så nogle uddannelsesspecifikke aftagerpaneler vil dække to uddannelser. Hvert af de uddannelsesspecifikke aftagerpaneler vil udfærdige en årlig rapport om relevansen af de uddannelser, de dækker. Disse rapporter vil blive input til executive-level aftagerpanelet, der blandt andet vil forholde sig til balancen i størrelserne af de forskellige uddannelser i universitetets samlede portefølje ud fra et efterspørgselsperspektiv. I løbet af 2015 blev de syv uddannelsesspecifikke aftagerpaneler nedsat med i alt 81 medlemmer, jf. appendix 3, og seks af de syv paneler nåede at mødes mindst én gang. Executive-level panelet starter sit virke i 2016.

IT-Universitetet i København har i 2015 udviklet et koncept for studerendes evalueringer af studenterprojekter og af hele uddannelser. Evalueringerne vil blive sat i drift i 2016.

IT-Universitetet i København har i 2015 ændret ledelsesrapporteringen inden for uddannelse, så den svarer til den ny kvalitetspolitik og understøtter linjeledere og sektionsledere i varetagelsen af det øgede ansvar, de har fået med den nye politik. Der er foretaget forundersøgelser af anskaffelse af et Business Intelligence rammesystem, som vil it-understøtte, at linjeledere og sektionsledere selv kan trække ledelsesinformation, når de har brug for den.

Endelig har IT-Universitetet i København i 2015 gennemført eksterne evalueringer af to kandidatuddannelser, Softwareudvikling og Games, og sideløbende revideret konceptet for uddannelsesevaluering.

Samlet set har arbejdet med systematisk kvalitetssikring og kvalitet været et fokusområde hele året.

## 2.3 BESTYRELSENS ARBEJDE

Bestyrelsen udpegede i 2015 professor David Basin, ETH Zürich, og CEO Lars Mathiesen, Frost Management, som nye medlemmer. På de valgte bestyrelsespladser blev Irina Shklovski og Martin Kangas Christensen valgt. Bestyrelsen består således ved indgangen til 2016 af Jørgen Lindegaard (formand), Annette Stausholm, David Basin, Maria Rørbye Rønn, Lars Mathiesen, Martin Kangas Christensen, Irina Shklovski, Gabriele Zeizyte og Vytautas Davidavicius.

Bestyrelsen har i løbet af 2015 drøftet ekspansion af universitetets forskning og uddannelser inden for områder, hvor der er særligt store udækkede behov i det danske samfund. Blandt andet har bestyrelsen valgt, at bacheloruddannelsen i softwareudvikling skal søges fordoblet i volumen over en årrække, hvis der kan findes midler til det, med en tilhørende vækst i forskningsmiljøet.

## 2.4 UDVIKLINGSKONTRAKT

IT-Universitetet i København har den 8. januar 2015 indgået en udviklingskontrakt for 2015-2017 med den daværende uddannelses- og forskningsminister. De overordnede temaer i udviklingskontrakten er:

- Bedre kvalitet i uddannelserne
- Større relevans og øget gennemslugtighed
- Bedre sammenhæng og samarbejde
- Styrket internationalisering
- Øget social mobilitet – flere talenter i spil
- Mere eksternt finansieret forskning
- Flere ph.d.-studerende
- Flere videnskabelige publikationer.

De første fem temaer blev udmeldt af uddannelses- og forskningsministeren, mens de sidste tre temaer tog udgangspunkt i IT-Universitetet i Københavns strategi for 2012-2016. Inden for de otte temaer er indgået aftale med uddannelses- og forskningsministeren om 12 målepunkter. Med hensyn til målopfyldelsen i 2015 henvises til afsnit 4.1.

Uddannelses- og forskningsministeren har bedt IT-Universitetet i København om at udarbejde et tillæg til den nuværende udviklingskontrakt i løbet af 2016, hvor Øget regional vidensamarbejde indgår som et nyt pligtigt mål. Det nye pligtige mål erstatter ovenstående pligtige mål om øget social mobilitet – flere talenter i spil. Det betyder, at der ikke er krav om afrapportering om Øget social mobilitet-flere talenter i spil i 2015. IT-Universitetet i København har valgt at afrapportere på målet i årsrapport 2015.

## 2.5 REGNSKABSRESULTAT 2015

Årets økonomiske resultat fremgår af tabel 1. Tabellen viser et ekstraordinært højt resultat på 20,6 mio. kr. i 2015.

Den væsentligste forklaring er, at IT-Universitetet i København har indgået forlig med Bygningsstyrelsen om tilbagebetaling af husleje vedrørende tidligere regnskabsår på 11,4 mio. kr., der er indtægtsført i 2015. Samtidig er der indgået ny huslejeaftale med Bygningsstyrelsen, der reducerer huslejeomkostningerne med 7,5 mio. kr. i 2015.

Resultat af ordinær drift før indregning af huslejesagens konsekvenser er 0,2 mio. kr., hvilket kan sammenlignes med resultat af ordinær drift på -2,2 mio. kr. i 2014. Ændringen skyldes primært en stigning i statstilskud, mens ordinære driftsomkostninger er fastholdt på samme niveau som i 2014.

Endelig bidrager IT-Universitetets værdipapirbeholdning positivt til årets resultat med et nettoafkast på 1,8 mio. kr.

Afvigelsen mellem de budgetterede og de realiserede indtægter på henholdsvis 273,4 og 283,3 mio. kr. skyldes primært:

- Omsætningen af eksterne forskningsmidler blev 8,8 mio. kr. lavere end budgetteret
- IT-Universitet i København indgik forlig på 18,9 mio. kr. med Bygningsstyrelsen, der er indtægtsført i 2015.

Afviselser mellem de budgetterede og de realiserede omkostninger på henholdsvis 275,2 og 262,7 mio. kr. skyldes primært, at personaleomkostninger blev 12,9 mio. kr. lavere end budgetteret grundet lavere omsætning af eksterne forskningsmidler og vakancer på Instituttet og i administrationen.

**TABEL 1: Årets økonomiske resultat (1.000 kr.)**

	Realiseret 2013	Realiseret 2014	Realiseret 2015	Budget 2015	Budget 2016
Indtægter	261.913	262.129	283.263	273.374	262.423
Omkostninger	257.525	262.032	262.709	275.173	271.942
Resultat	4.387	97	20.554	-1.799	-9.519
Egenkapital pr. 31/12	48.464	48.561	69.115	46.762	59.596

## 2.6 ÅRETS FAGLIGE RESULTATER

### FORSKNING

Der har været stor positiv opmærksomhed om IT-Universitetet i Københavns forskning i 2015, blandt andet gennem tildeling af priser og anerkendelser, en vækst i projekter i samarbejde med erhvervslivet, og meget glædeligt, en stor vækst i anmeldte opfindelser og indgivne patenter. Den største skuffelse har været, at den eksternt finansierede forskning ikke voksede som planlagt. Nedenfor er en kort status på de store områder i forskningsstrategien.

#### 1. Styrke omdømme

En række forskere har modtaget priser for deres forskningsbidrag. Professor Pernille Kræmmergaard har vundet førstepladsen i "2015 Society for Information Management (SIM) Academic Paper Competition". I artiklen undersøges digitaliseringens rolle hos LEGO. I en tysk rangering opnåede professor Roman Beck en prestigefuld plads blandt de bedste professorer i "Business Administration". Han blev rangeret som nr. 22 i kategorien for forskere under 40 år og som nr. 86 ud af 2000 forskere i kategorien "Overall Research Performance". Lektor Brit Winthereik modtog anerkendelse for at være én af de ledende figurer i dansk forskning og innovation i rapporten "Mapping Danish Research on Research and Innovation", udfærdiget af Styrelsen for Forskning og Innovation (FI).

Der har været en stor vækst i antallet af bibliometriske forskningsindikatorpoint (BFI-point), der opgøres af Styrelsen for Forskning og Innovation med næsten et års forsinkelse. Der er opgjort 261 point for året 2014, jf. tabel 2. De 261 BFI-point var langt over målet i udviklingskontrakten for 2014 på 180, og der er tale om en vækst på 37 pct. i forhold til de optjente point for året 2013. Til gengæld har der været et fald i antal publikationer med censur fra 290 i 2014 til 231 i 2015. 2014 var et år med udsædvanligt mange censurerede publikationer.

Mange forskningsresultater har fundet vej til nyhedsmedierne, f.eks. indlæg om forskning, der viser, hvordan it spiller en vigtig rolle for udviklingen af virksomheder og organisationer, sociale mediers rolle i den offentlige debat, computerspil og sikkerhed. Derudover har IT-Universitetet i København afholdt en række af velbesøgte forskningsforedrag inden for især "big data", sikkerhed og demokrati.

IT-Universitetet i København har implementeret en lokal politik for forskningsintegritet baseret på "The Danish Code of Conduct for Research Integrity". En del af implementeringen er en lokal etisk komité, der hjælper forskere med etiske udfordringer. Tilsvarende har IT-Universitetet i København besluttet en "Open Access"-politik inspireret af den nationale politik på området.

## **2. Øge den eksterne forskningsfinansiering**

Der har været en negativ udvikling i tiltrækning af eksterne forskningsmidler i 2015, både hvad angår midler fra EU og fra danske kilder. Målet i udviklingskontrakten er at forbruge 650.000 kr. pr. seniorforskerårsværk (lektor og professor), men desværre blev forbruget kun på 499.673 kr. pr. seniorforskerårsværk svarende til en målopfyldelse på 77 pct.

Der har gennem flere år været problemer med at nå målene for den eksterne forskningsfinansiering, og de tiltag, der er blevet gjort, har ikke haft den fornødne effekt. Det har været én af grundene til, at IT-Universitetet i København i 2015 indførte en performancemodel for forskerne. I modellen indgår de gennemsnitlige forventninger til forskerne hvad angår undervisning og forskning, herunder forbrug af eksterne forskningsmidler. Bestyrelsen og direktionen har en forventning om, at Instituttet i 2016 og frem kanalisere ressourcer fra områder, der er mindre succesfulde, hvad angår forbrug af eksterne forskningsmidler, til områder, der er mere succesfulde.

Det er særdeles positivt, at lektor Rasmus Ejlers Møgelberg fik tildelt den meget præstige fulde "Young Investigator"-bevilling fra VILLUM FONDEN sidst på året.

### 3. Bidrage med værdifuld forskning

Der blev etableret en ny forskningsgruppe, "Technology Innovation Management and Entrepreneurship" (TIME) i 2015. Gruppen ledes af professor Roman Beck. Rationalet bag etableringen af gruppen er, at it forandrer "business" overalt i samfundet, og der er behov for at forstå disse fundamentale forandringer for at kunne håndtere fremtidige udfordringer og gribe muligheden for at udnytte dem til at skabe mere værdi i samfundet. IT-Universitetet i København har store forventninger til forskningsgruppens bidrag, især i den finansielle sektor. Eksempelvis har forskningsgruppen en velbesøgt klumme om digital valuta.

Professor Rasmus Pagh fokuserer i "consolidator projektet" støttet af Det Europæiske Forskningsråd (ERC) på aspekter af størrelse og hastighed i Big Data. Han arbejder med at organisere data og gøre effektiv søgning i store datamængder muligt ved at konstruere algoritmer, der identificerer mønstre i disse data.

DemTech-projektet, hvor der forskes i troværdig teknologi til e-valg, fortsætter med at tiltrække opmærksomhed fra centrale aktører både i Danmark og internationalt, fx i Estland. Desuden har projektet bidraget med certificering af brug af it i forbindelse med valg.

CLyDE-projektet, ledet af lektor Philippe Bonnet og finansieret af det Frie Forskningsråd, Teknologi og Produktion (FTP), har udviklet en ny form for programmerbare lagerenheder, som nu er en del af styresystemet Linux. Projektet har resulteret i tre patentansøgninger. En amerikansk opstartsvirksomhed har åbnet en afdeling i København og ansat en af projektets tidligere ph.d.-studerende. En anden af projektets færdiguddannede ph.d'er er blevet ansat som postdoc ved Harvard University.

Det nye ETHOS-lab blev officielt indviet i foråret 2015. ETHOS-lab er et interdisciplinært teknisk-humanistisk lab, som arbejder med visualisering af store datamængder ud fra etnografiske metoder. Sammen med eksterne organisationer er det formålet at skabe partnerskaber, som både bringer forskningen ud af universitetet og eksternt viden ind på universitetet.

Der har været en positiv vækst i samarbejdsprojekter med erhvervslivet fra 11 i 2014 til 14 i 2015. Det er desuden yderst positivt, at der er sket en voldsom vækst i antal indmeldte opfindelser fra tre i 2014 til 11 i 2015. Der er yderligere indgivet fire patentansøgninger i 2015, hvor der i 2014 blev indgivet én ansøgning.



#### 4. Udvikle en række strategiske områder

Ved udgangen af 2015 har IT-Universitetet i København tre strategiske forskningsinitiativer: Energy Futures, Critical Systems og DECIDIS. Det forventes, at et nyt og fjerde initiativ opstartes i 2016.

I DECIDIS forskes der i de sociale og kulturelle forandringer af demokrati og medborgerskab i det digitale samfund. Initiativet har fx produceret en rapport til Kulturministeriet med titlen "Media Literacy i en dansk kontekst". Formålet med rapporten var at identificere centrale elementer, der er særligt relevante for at kunne vurdere niveauet af mediekendskab i den danske befolkning.

Critical Systems-initiativet forsker i teknologistøttede, datadrevne beslutningsprocedurer i systemer, der er kritiske for samfundet, såsom betalingssystemer, valg, handel og infrastruktur. Initiativet har igangsat mange aktiviteter, fx en velbesøgt åben række af forelæsninger med emner som datasikkerhed, "big data" og "e-voting", og det har tiltrukket eksterne bevillinger fra Qatar National Research Foundation, Det Frie Forskningsråd og sammen med Københavns Universitet fra Carlsbergfondet.

I Energy Futures samarbejder dataloger, medie-, kommunikations- og samfundsforskere samt interaktionsdesignere om prototyper af en række mulige fremtidsscenarier med fossilfri energi. Det største projekt i regi af Energy Futures er Alien Energy, hvor der udføres en analyse af den effekt, initiativer om grøn energi har forskellige steder i Europa (Danmark, Island, Orkneyøerne og Skotland). Projektet fokuserer på, hvordan grøn energi skaber og ændrer relationer mellem mennesker, teknologi og naturen.

#### 5. Styrke Ph.d.-skolen

14 nye ph.d.-studerende blev optaget på Ph.d.-skolen i 2015, og der dimitterede 13 ph.d.er. Flere af skolens studerende har gjort sig bemærket. En af IT-Universitetet i Københavns ph.d.-studerende, Stefan Stanciulescu, blev ultimo 2015 tildelt "EliteForsk-rejsestipendier 2016" af Styrelsen for Forskning og Innovation. Stipendiet er på 200.000 kr. Erhvervs-ph.d. Christian Østergaard Madsen vandt prisen "Outstanding Paper" ved konferencen EGOV 2015 om digital offentlig administration. Den vindende artikel handler om borgernes valg af kontaktformer til det offentlige.

Lederen af Ph.d.-skolen har forbedret skolens proces for ansættelse af ph.d.-studerende. Tidligere var der kun to årlige opslag, men fra 2015 er processen mere fleksibel med mulighed for ad-hoc stillingsopslag. Dette betyder fx, at skolen hurtigere kan få ansat studerende på eksternt finansierede forskningsprojekter. Ph.d.-skolen har vedtaget et regelsæt for vejledning af ph.d.-studerende. Det er dermed mere transparent, hvilken vejledning de studerende kan forvente.

Ovenstående eksempler er kun et lille udsnit af forskningen på IT-Universitetet i København, men det tegner et billede af et dynamisk, anerkendt, voksende og levende forskningsmiljø. Denne udvikling sker samtidig med, at det høje uddannelsesvolumen fastholdes, som anført i den overordnede strategi for IT-Universitetet i København.

**TABEL 2: Videnskabelige årsværk, ph.d.-afhandlinger og publikationer**

	2011	2012	2013	2014	2015
Antal optagne ph.d.-studerende i året	15	16	11	17	14
Godkendte ph.d.-afhandlinger	8	11	22	12	13
Ph.d.-studerende (årsværk)	53	49	42	38	35
VIP: Adjunkter, lektorer og professorer (årsværk)	50	53	53	69	72
Antal publikationer (med censur)	209	205	267	290	231
Publikationspoint	114	159	190	261	*

Note: Antal publikationer (med censur) er fra 2012 opgjort efter en ny metode.

\* Tal fra Styrelsen for Forskning og Innovation var desværre ikke til rådighed ved årsrapportens afslutning.

## Uddannelse

Igen i 2015 blev såvel antallet af færdiguddannede bachelorer som kandidater rekordhøjt, jf. tabel 3. Således er antallet af færdiguddannede kandidater steget med 64 pct. siden 2011, hvor antallet var 247. Hovedårsagen er, at IT-Universitetet i København øgede antallet af optagne kandidatstuderende kraftigt i 2012 og 2013. Samtidigt er der sket en øgning af gennemførelsesprocenten for kandidater fra 2014 til 2015. En vigtig årsag til stigningen i antallet af færdiguddannede bachelorer fra 2014 til 2015 var det øgede antal optagne bachelorstuderende for tre år siden i 2012, hvor antallet af optagne var 218.

To af IT-Universitetet i Københavns uddannelser har af Uddannelses- og Forskningsministeriet fået tildelt en beskeden dimensionering på 18 færre studerende i 2015. IT-Universitetet i København har planlagt optagelse af studerende efter dimensioneringen og opfyldt den. Desuden har IT-Universitetet i København foretaget en reduktion af det budgetterede optag på kandidatuddannelsen i Games fra 70 til 50 studerende.

Den gennemsnitlige ledighed målt 4-7 kvartaler efter færdiggjort kandidatuddannelse er faldet med 4,3 procentpoint til 10,7 pct.

**TABEL 3: Indskrevne studerende, STÅ, årselever, dimitterede og gennemførelstider**

	2011	2012	2013	2014	2015
Ansøgere til kandidatstudierne	1.076	1.297	1.269	1.416	1.691
Optagne kandidatstuderende	417	491	472	441	412
Indskrevne kandidatstuderende	1.094	1.220	1.269	1.254	1.133
Færdiguddannede kandidater	247	276	324	368	405
Gennemførelstid, kandidater (år)	2,5	2,6	2,6	2,6	2,6
Ansøgere til bachelorstudierne*	899	1.067	1.082	1.089	999
Optagne bachelorstuderende	213**	218**	208**	239	215
Indskrevne bachelorstuderende	508	601	625	661	652
Færdiguddannede bacheloror	25	78	136	139	162
Gennemførelstid, bacheloror (år)	2,8	2,8	2,8	2,8	2,8
Antal STÅ (heltidsstuderende)	916	1.118	1.261	1.244	1.271
Optagne master-/diplomstuderende	105	118	137	146	121
Indskrevne master-/diplomstuderende	644	661	727	815	689
Antal årselever (deltidsstuderende)	130	122	125	111	105

Note: STÅ er opgjort pr. 31. august. Studerende og færdiguddannede er opgjort pr. 30. september. Gennemførelstiden, som er 31 måneder svarende til 2,6 år for kandidater, er beregnet som medianen af antal påbegyndte studiemåneder for studerende, der afslutter en kandidatuddannelse i perioden 1. oktober til 30. september. Tilsvarende metode er anvendt for bacheloror, hvis median for antal påbegyndte studiemåneder er 34 måneder.

\* Ansøgerantallet omfatter såvel ansøgere, der havde IT-Universitetet i København som første prioritet, som ansøgere, der havde IT-Universitetet i København som et lavere prioriteret ønske og kan derfor ikke umiddelbart sammenlignes med antal optagne bachelorstuderende.

\*\* Tallet afviger fra Universiteternes Statistiske Beredskab, hvor der udelukkende opereres med optagede gennem den Koordinerede Tilmelding (KOT).

## 2.7 FORVENTNINGER TIL DET KOMMENDE ÅR

Med hensyn til kvalitetsarbejdet inden for uddannelse forventes 2016 at blive præget af institutionsakkreditering og af, at alle de aktører, der indgår i kvalitetspolitikken, øver sig på de processer, der er beskrevet i politikken. I årets løb forventes også øget it-understøttelse af online ledelsesinformation for især linjeledere og sektionsledere.

På forskningssiden har det været nødvendigt at nedjustere forventningerne til eksternt finansieret forskning i forhold til målene i udviklingskontrakten grundet reduktion i bevillinger til forskningsrådene og Innovationsfonden. Der er stadig en målsætning om forøgelse af omfanget af eksterne forskningsmidler, universitetet tiltrækker per seniorforsker.

IT-Universitetet i København ønsker at imødekomme erhvervslivets efterspørgsel efter it-kompetencer. Derfor planlægger IT-Universitetet i København et øget optag fra efteråret 2016 på eksisterende uddannelser og forbereder udbud af en ny it-uddannelse i 2017, forudsat Uddannelses- og Forskningsministeriet godkender den nye it-uddannelse. Samtidig vil universitetet investere i at styrke sin position inden for forskning, herunder med det formål at kunne tiltrække flere eksterne forskningsmidler fra danske og udenlandske kilder.

Bestyrelsen har godkendt et budget, der anvender midler fra universitetets egenkapital til de ovennævnte aktiviteter. Det betyder, at budgettet for 2016 viser et underskud på 9,5 mio. kr., hvilket vil medføre en egenkapital pr. 31. december 2016 på 59,6 mio. kr.

## 3. REGNSKAB

### 3.1 ANVENDT REGNSKABSPRAKSIS

#### Regnskabsgrundlag

Årsrapporten for IT-Universitetet i København er udarbejdet i overensstemmelse med bekendtgørelse nr. 598 af 8. marts 2015 om tilskud og revision m.v. ved universiteterne.

Regnskabspraksis er tilpasset Moderniseringsstyrelsens "Vejledning om årsrapport for statslige institutioner 2015". Det betyder, at IT-Universitetet i København overgår fra en formålsopdelt resultatopgørelse til en artsopdelt resultatopgørelse i årsrapport 2015.

Sammenligningstal for 2014 er i relevant omfang tilpasset den artsopdelte resultatopgørelse.

Øvrig regnskabspraksis er uændret i forhold til sidste år.

Indtægter og omkostninger fordelt på formål fremgår fortsat af afsnittet om Hoved- og nøgletal og følger definitionsmanualen fra Universiteternes Statistiske Beredskab samt Uddannelses- og Forskningsministeriets "Vejledning om hovedområde- og formålsfordeling af universiteternes omkostninger" fra december 2012.

#### Generelt om indregning og måling

Aktiver indregnes i balancen, når det er sandsynligt, at fremtidige økonomiske fordele vil tilflyde universitetet, og når aktivets værdi kan måles pålideligt.

Forpligtelser indregnes i balancen, når det er sandsynligt, at fremtidige økonomiske fordele vil fragå universitetet, og når forpligtelsens værdi kan måles pålideligt.

Ved første indregning måles aktiver og forpligtelser til kostpris. Efterfølgende måles aktiver og forpligtelser, som beskrevet for hver enkelt regnskabspost, jf. side 19.

Ved indregning og måling tages der hensyn til alle sandsynlige økonomiske fordele og forpligtelser, der fremkommer inden årsrapporten aflægges, og som be- eller afkræfter forhold, der eksisterer på balancedagen.

#### Omregning af fremmed valuta

Tilgodehavender, gæld og andre poster i fremmed valuta, som ikke er afregnet på balancedagen, omregnes til balancedagens valutakurs.

#### Selskabsskat og udskudt skat

IT-Universitetet i København er ikke skattepligtigt.

## RESULTATOPGØRELSEN

### INDTÆGTSTYPER

#### Generelt

IT-Universitetet i Københavns indtægter omfatter statslige tilskud til basisforskning, taxameterindtægter til undervisning samt driftsindtægter i den ordinære bevilling. Derudover modtages donationer og tilskud, indtægter ved samarbejdsaftaler, deltagerbetaling for deltidsuddannelse samt indtægter ved salgsvirksomhed i øvrigt.

#### Statslige tilskud

IT-Universitetet i København er en tilskudsberettiget institution, og årets tilskud fremgår af den årlige finanslov. Tilskud indregnes som indtægt i den periode, de vedrører.

Taxameterindtægterne udbetales med acontobeløb hver måned på baggrund af forventede studenterårsværk. Hvert år i september opgøres den faktuelle optjening af studenterårsværk, og de modtagne acontobetalinger reguleres.

#### Eksterne tilskud og donationer

Modtagne tilskud og tilsagn, herunder indtægter fra samarbejdsaftaler, hvor der fra givers side er knyttet betingelser til anvendelsen, indregnes som indtægt i takt med, at omkostningerne afholdes.

Tilskud, hvortil der ikke er knyttet betingelser, indregnes som indtægt på tidspunktet for modtagelsen.

#### Finansielle indtægter

Finansielle indtægter består af afkast i form af renter og udbytte fra investeringer i aktier, obligationer og investeringsforeningsbeviser samt kursreguleringer til værdipapirer, som optages til de enkelte papirers officielle kurser på statusdagen.

#### Deltagerbetaling ved deltidsuddannelse, salgsvirksomhed i øvrigt samt huslejeindtægter

Indtægten indregnes i den periode, indtægten vedrører.

**Omkostninger**

Omkostninger omfatter de eksterne omkostninger, der er medgået til årets aktivitet. De omfatter personaleomkostninger, forbrugsvarer, tjenesteydelser, forsikringspræmier, vedligeholdelsesomkostninger og øvrige driftsomkostninger ved at drive universitetet.



## BALANCEN

### Immaterielle anlægsaktiver

Software aktiveres, når den er central for universitetets opgavevaretagelse samt har en væsentlig størrelse og levetid.

Kun omkostninger, der relaterer sig til udviklingsprocessen, og som resulterer i en reel værdiforøgelse, aktiveres. Omkostninger afholdt i start- og driftsfasen udgiftsføres.

Software måles til kostpris med fradrag af akkumulerede afskrivninger. Afskrivningsgrundlaget fordeles lineært over aktivernes forventede levetid fra det tidspunkt, aktiverne er klar til brug. Den forventede levetid udgør fem år.

### Materielle anlægsaktiver

It- og Av-udstyr, maskiner og inventar samt indretning af lejede lokaler måles til kostpris med fradrag af akkumulerede afskrivninger.

Kostpris omfatter købspris og omkostninger direkte tilknyttet anskaffelsen, samt omkostninger til klargøring.

Afskrivningsgrundlaget fordeles lineært over aktivernes forventede brugstid, der udgør:

It- og Av-udstyr	3 år
Maskiner, it-systemer og inventar	5 år
Indretning af lejede lokaler	10 år

Aktiver med en anskaffelsessum under 100.000 kr. udgiftsføres i anskaffelsesåret. I den forbindelse foretager IT-Universitetet i København ikke bunkning af aktiver.

## **Finansielle anlægsaktiver**

### **Kapitalandele i dattervirksomheder**

Virksomheder, i hvilke universitetet besidder flertallet af stemmerettighederne eller på anden måde øver bestemmende indflydelse, betragtes som dattervirksomheder. Kapitalandele i dattervirksomheder indregnes og måles til kostpris.

### **Nedskrivninger**

Den regnskabsmæssige værdi af immaterielle, materielle og finansielle anlægsaktiver vurderes årligt for at afgøre, om der er indikation på værdiforringelse. Tab ved værdiforringelse indregnes i resultatopgørelsen.

### **Værdipapirer**

Værdipapirer omfatter investeringer i obligationer, aktier og investeringsforeningsbeviser, som indregnes i henhold til de enkelte papirers officielle kurser på statusdagen inklusiv vedhængende rente.

### **Samlinger og kunstværker**

IT-Universitetet i København har modtaget kunstværker fra forskellige givere gennem tiden. Kunstværkerne er i henhold til statens regnskabsregler ikke indregnet med værdi.

### **Tilgodehavender**

Tilgodehavender måles i balancen til pålydende værdi med fradrag af nedskrivning til imødegåelse af tab. Nedskrivninger til tab opgøres på grundlag af en individuel vurdering af de enkelte tilgodehavender.

### **Igangværende tilskudsaktiviteter**

IT-Universitetet i København indgår løbende aftaler med virksomheder, offentlige institutioner og private organisationer om forskningsvirksomhed. Af aftalerne fremgår, hvilke aktiviteter tilskudsgiver betaler. I det omfang IT-Universitetet afholder omkostninger til aktiviteter, som er tilskudsdekkeet i henhold til aftalerne, men hvor tilskuddene endnu ikke er indbetalt, indregnes de tilskud, som IT-Universitetet i København har erhvervet ret til, som tilgodehavender fra igangværende tilskudsaktiviteter.

Modtagne tilskud, der dækker omkostninger, som endnu ikke er afholdt, indregnes som forudbetalte bundne tilskud.

Til dækning af overheadomkostninger ved tilskudsaktiviteter beregner IT-Universitetet i København et vederlag. Vederlaget indregnes som indtægt i takt med anvendelse af tilskuddene.

Hensættelse til imødegåelse af tab sker på grundlag af en individuel vurdering af de enkelte igangværende tilskudsaktiviteter samt som en generel hensættelse til imødegåelse af uforudsete tab. Hensættelsen modregnes i tilgodehavender fra igangværende tilskudsaktiviteter.

### **Periodeafgrænsningsposter**

Periodeafgrænsningsposter opført som aktiver omfatter afholdte omkostninger vedrørende efterfølgende regnskabsår. Forudbetalte omkostninger vedrører husleje, forsikringspræmier, abonnementer og forudbetalt løn m.v.

Periodeafgrænsningsposter opført som forpligtelser udgøres af modtagne betalinger vedrørende indtægter i de efterfølgende år.

### **Gældsforpligtelser**

Gældsforpligtelser måles til amortiseret kostpris, der i al væsentlighed svarer til nominel værdi.

### **Hensatte forpligtelser**

Hensatte forpligtelser indregnes, når universitetet som følge af en tidligere begivenhed har en retlig eller faktisk forpligtelse, og det er sandsynligt, at indfrielse af forpligtelsen vil medføre et forbrug af universitetets økonomiske ressourcer.

### **Eventualforpligtelser**

Under eventualforpligtelser indregnes forpligtelser, som er indgået i form af lejeaftaler samt verserende sager rejst mod universitetet, men som det ikke anses for sandsynligt, at universitetet kommer til at indfri.

## PENGESTRØMSOPGØRELSE

Pengestrømsopgørelsen viser IT-Universitetet i Københavns pengestrømme for året opdelt fra drifts-, investerings- og finansieringsaktivitet, årets forskydning i likvider samt universitetets likvider ved årets begyndelse og slutning. Pengestrømsopgørelsen kan ikke udledes alene af det offentliggjorte regnskabsmateriale.

### Pengestrømme fra driftsaktivitet

Pengestrømme fra driftsaktiviteten opgøres som årets resultat reguleret for ikke kontante resultatposter som af- og nedskrivninger, samt ændring i driftskapitalen, renteindbetalinger og renteudbetalinger. Driftskapitalen omfatter omsætningsaktiver eksklusive likvide midler minus kortfristede gældsforpligtigelser.

### Pengestrømme fra investeringsaktivitet

Pengestrømme fra investeringsaktiviteten omfatter pengestrømme fra køb og salg af immaterielle, materielle og finansielle anlægsaktiver.

### Pengestrømme fra finansieringsaktivitet

Pengestrømme fra finansieringsaktiviteten omfatter pengestrømme fra optagelse og tilbagebetaling af langfristede gældsforpligtelser samt værdipapirer.

## SEGMENTOPLYSNINGER

Præsentationen af indtægter, personaleomkostninger og driftsomkostninger følger statens kontoplan.

## HOVED- OG NØGLETAL

Oversigt over hoved- og nøgletal er udarbejdet i henhold til tilskud- og revision-bekendtgørelsens § 10, stk. 2. IT-Universitetet i København anvender definitionsmanualen for Danske Universiteters statistiske beredskab.

Omkostninger opdelt på formål følger Uddannelses- og Forskningsministeriets "Vejledning om hovedområde og formålsfordeling af universiteternes omkostninger" fra december 2012. Det tilstræbes, at så stor en del af universitetets omkostninger som muligt henføres direkte til faglige formål, det vil sige uddannelse, forskning samt formidling og vidensudveksling. Omkostninger, der ikke kan henføres til disse kategorier, fordeles ved hjælp af fordelingsnøgler.

### 3.2 RESULTATOPGØRELSE

Note		2015 DKK 1.000	2016 DKK 1.000
1	Statstilskud	219.669	215.674
2	Deltagerbetaling	9.882	10.841
3	Eksterne forskningsmidler	26.952	27.953
4	Huslejeforlig med Bygningsstyrelsen	18.947	0
	Andre indtægter	6.002	5.398
	<b>Indtægter i alt</b>	<b>281.452</b>	<b>259.866</b>
5	Personaleomkostninger	157.045	159.488
6	Af- og nedskrivninger	1.927	1.729
7	Andre ordinære driftsomkostninger	103.735	100.814
	<b>Ordinære driftsomkostninger i alt</b>	<b>262.707</b>	<b>262.031</b>
	<b>RESULTAT AF ORDINÆR DRIFT</b>	<b>18.745</b>	<b>-2.165</b>
8	Finansielle indtægter	1.811	2.263
9	Finansielle omkostninger	2	1
	<b>Finansielle poster i alt</b>	<b>1.809</b>	<b>2.262</b>
	<b>ÅRETS RESULTAT</b>	<b>20.554</b>	<b>97</b>

RESULTATDISPONERING	2015 DKK 1.000	2016 DKK 1.000
Disponeret til overført overskud	20.554	97
<b>Resultatdisponering i alt</b>	<b>20.554</b>	<b>97</b>

### 3.3 BALANCE PR. 31. DECEMBER

Note		2014 DKK 1.000	2013 DKK 1.000
	Software	4.059	3.719
<b>10</b>	<b>Immaterielle anlægsaktiver i alt</b>	<b>4.059</b>	<b>3.719</b>
	Indretning af lejede lokaler	247	290
	It-udstyr	1.198	1.633
	Driftsmateriel og inventar	35	49
<b>10</b>	<b>Materielle anlægsaktiver i alt</b>	<b>1.480</b>	<b>1.972</b>
	Kapitalandele i dattervirksomhed	5.000	5.000
<b>11</b>	<b>Finansielle anlægsaktiver i alt</b>	<b>5.000</b>	<b>5.000</b>
	<b>ANLÆGSAKTIVER I ALT</b>	<b>10.539</b>	<b>10.691</b>
	Tilgodehavender fra salg af ydelser	6.660	5.121
	Tilgodehavender fra tilskudsaktiviteter	3.063	6.043
	Andre tilgodehavender	1.937	1.922
	Periodeafgrænsningsposter	1.438	1.844
	<b>Tilgodehavender i alt</b>	<b>13.098</b>	<b>14.930</b>
	Værdipapirportefølje	106.997	90.236
	Likvider	26.939	18.599
	<b>Likvide beholdninger i alt</b>	<b>133.936</b>	<b>108.835</b>
	<b>OMSÆTNINGSAKTIVER I ALT</b>	<b>147.034</b>	<b>123.765</b>
	<b>AKTIVER I ALT</b>	<b>157.573</b>	<b>134.456</b>

## PASSIVER PR. 31. DECEMBER

Note	2015 DKK 1.000	2014 DKK 1.000
Egenkapital primo	48.561	48.464
Overført resultat	20.554	97
<b>Egenkapital</b>	<b>69.115</b>	<b>48.561</b>
<b>12</b> Reetablering af lejemål	2.798	2.782
<b>Hensatte forpligtelser i alt</b>	<b>2.798</b>	<b>2.782</b>
Leverandørgæld	19.041	9.062
Feriepengeforpligtelse	20.532	21.570
<b>13</b> Anden gæld	9.191	9.848
Forudbetalte bundne tilskud	12.799	20.127
Forudbetalt statstilskud	23.917	22.506
Andre periodeafgrænsningsposter	180	0
<b>Kortfristede gældsforpligtelser i alt</b>	<b>85.660</b>	<b>83.113</b>
<b>PASSIVER I ALT</b>	<b>157.573</b>	<b>134.456</b>

- 14** Pantsætninger og sikkerhedsstillelser
- 15** Kontraktlige forpligtelser
- 16** Eventualforpligtelser
- 17** Personaleregnskab
- 18** Segmentoplysninger
- 19** Indtægtsdækket virksomhed
- 20** Nærtstående parter
- 21** Yderligere forhold

### 3.4 PENGESTRØMSOPGØRELSE 1. JANUAR TIL 31. DECEMBER

Note		2015 DKK 1.000	2014 DKK 1.000
	<b>Årets resultat</b>	20.554	97
6	Af- og nedskrivninger	1.927	1.729
	Ændring af hensættelser	16	-49
	<b>Tilbageførsel af poster uden likviditetseffekt</b>	<b>1.943</b>	<b>1.680</b>
	Ændring i tilgodehavender	1.833	129
	Ændring i kortfristede gældsforpligtelser	2.546	-16.272
	<b>Ændring i driftskapital</b>	<b>4.379</b>	<b>-16.143</b>
	<b>PENGESTRØMME FRA DRIFTSAKTIVITET</b>	<b>26.876</b>	<b>-14.366</b>
10	Køb og salg af immaterielle og materielle anlægsaktiver	-1.775	-2.980
11	Køb og salg af finansielle anlægsaktiver	0	-5.000
	<b>Pengestrømme fra investeringsaktivitet</b>	<b>-1.775</b>	<b>-7.980</b>
	Køb og salg af værdipapirer	-16.761	-2.212
	<b>Pengestrømme fra finansieringsaktivitet</b>	<b>-16.761</b>	<b>-2.212</b>
	<b>ÆNDRING I LIKVIDE BEHOLDNINGER</b>	<b>8.340</b>	<b>-24.558</b>
	Likvide beholdninger pr. 1/1	18.599	43.157
	<b>LIKVIDE BEHOLDNINGER PR. 31/12</b>	<b>26.939</b>	<b>18.599</b>



## 3.5 NOTER

### 1. STATSTILSKUD

	2015 DKK 1.000	2014 DKK 1.000
Heltidsuddannelse	117.583	116.040
Deltidsuddannelse	4.030	4.800
Udvekslingsstuderende	470	278
Effektiviseringer	-2.973	-2.972
Fripladser og stipendier	1.886	504
Færdiggørelsesbonus	11.253	9.820
Forskning	88.254	87.860
Øvrige formål	-834	-656
<b>Statstilskud i alt</b>	<b>219.669</b>	<b>215.674</b>

### 2. DELTAGERBETALING

	2015 DKK 1.000	2014 DKK 1.000
Deltagere på deltidsuddannelse	9.008	9.496
Anden deltagerbetaling	874	1.345
<b>Deltagerbetaling i alt</b>	<b>9.882</b>	<b>10.841</b>

### 3. EKSTERNE FORSKNINGSMIDLER

	2015 DKK 1.000	2014 DKK 1.000
Danske offentlige forskningsmidler	18.464	18.313
EU-forskningsmidler	5.385	6.128
Private forskningsmidler	2.855	3.500
Øvrige forskningsmidler	248	12
<b>Eksterne forskningsmidler i alt</b>	<b>26.952</b>	<b>27.953</b>

#### 4. HUSLEJEFORLIG MED BYGNINGSSTYRELSEN

	2015 DKK 1.000	2014 DKK 1.000
Konsekvenser af huslejeforlig	18.947	0
<b>Huslejeforlig med Bygningsstyrelsen i alt</b>	<b>18.947</b>	<b>0</b>

IT-Universitetet i København indgik i maj 2015 forlig med Bygningsstyrelsen om tilbagebetaling af husleje for 11.446 t.kr. vedrørende 2013 og 2014. Derudover er der som en del af forliget indgået ny huslejekontrakt, der reducerer huslejen med 7.501 t.kr. i 2015.

#### 5. PERSONALEOMKOSTNINGER

	2015 DKK 1.000	2014 DKK 1.000
Lønninger	158.044	162.900
Lønrefusioner	-1.879	-4.396
Øvrige personaleomkostninger	880	985
<b>Personaleomkostninger i alt</b>	<b>157.045</b>	<b>159.489</b>

#### 6. AF- OG NEDSKRIVNINGER

	2015 DKK 1.000	2014 DKK 1.000
Af- og nedskrivninger	1.927	1.729
<b>Af- og nedskrivninger i alt</b>	<b>1.927</b>	<b>1.729</b>

#### 7. ANDRE ORDINÆRE DRIFTSOMKOSTNINGER

	2015 DKK 1.000	2014 DKK 1.000
Husleje	41.656	41.279
Øvrige ordinære driftsomkostninger	62.079	59.535
<b>Andre ordinære driftsomkostninger i alt</b>	<b>103.735</b>	<b>100.814</b>

## 8. FINANSIELLE INDTÆGTER

	2015 DKK 1.000	2014 DKK 1.000
Afkast på værdipapirportefølje	1.811	2.255
Øvrige finansielle indtægter	0	8
<b>Finansielle indtægter i alt</b>	<b>1.811</b>	<b>2.263</b>

## 9. FINANSIELLE OMKOSTNINGER

	2015 DKK 1.000	2014 DKK 1.000
Øvrige finansielle omkostninger	2	1
<b>Finansielle omkostninger i alt</b>	<b>2</b>	<b>1</b>

## 10. ANLÆGSNOTE

	Software DKK 1.000	Indret- ning af lejede lokaler DKK 1.000	It-udstyr DKK 1.000	Drifts- materiel og inventar DKK 1.000	I alt DKK 1.000
Anskaffelsespris pr. 1/1	5.545	430	7.641	701	14.316
Årets tilgang	1.181	0	594	0	1.775
Årets afgang	0	0	-929	0	-929
<b>Anskaffelsespris pr. 31/12</b>	<b>6.726</b>	<b>430</b>	<b>7.305</b>	<b>701</b>	<b>15.162</b>
Akkumulerede af- og nedskrivninger pr. 1/1	1.825	140	6.007	652	8.625
Årets af- og nedskrivninger	841	43	1.029	14	1.927
Årets tilbageførte afskrivninger	0	0	-929	0	-929
<b>Akkumulerede af- og nedskrivninger pr. 31/12</b>	<b>2.666</b>	<b>183</b>	<b>6.107</b>	<b>666</b>	<b>9.622</b>
<b>Regnskabsmæssig værdi pr. 31/12</b>	<b>4.059</b>	<b>247</b>	<b>1.198</b>	<b>35</b>	<b>5.539</b>

## 11. FINANSIELLE ANLÆGSAKTIVER

	2015 DKK 1.000	2014 DKK 1.000
Kapitalandele i ITU Business Development A/S	5.000	5.000
<b>Kapitalandele i dattervirksomhed i alt</b>	<b>5.000</b>	<b>5.000</b>

## 12. EGENKAPITALFORKLARING

	2015 DKK 1.000	2014 DKK 1.000
Akkumuleret overført overskud, primo	48.561	48.464
Årets overførte overskud	20.554	97
<b>Egenkapital i alt</b>	<b>69.115</b>	<b>48.561</b>

## 13. ANDEN GÆLD

	2015 DKK 1.000	2014 DKK 1.000
Resultatløn	1.258	1.485
Åremålsansættelser	1.034	1.346
Øvrig skyldig løn	3.269	3.483
Skyldig revision	126	165
Skyldig print studerende	120	114
Skyldig moms	3	2
Deposita	1.164	1.039
Øvrige skyldige poster	2.217	2.214
<b>Anden gæld i alt</b>	<b>9.191</b>	<b>9.848</b>

## 14. PANTSÆTNINGER OG SIKKERHEDSSTILLELSER

IT-Universitetet i København har ikke foretaget pantsætninger eller sikkerhedsstillelser.

## 15. KONTRAKTLIGE FORPLIGTELSE

IT-Universitetet i København indgik i maj 2015 en huslejeaftale med Bygningsstyrelsen. Lejekontrakten erstattede lejekontrakt af 10. maj 2001 med diverse tillæg. Erhvervslejelovens § 60, stk. 1 er gældende for lejers forhold. Der kan som udgangspunkt kun ske opsigelse af lejemålet i sin helhed. Opsigelsesvarslet er seks måneder til fraflytning den 1. i en måned.

## 16. EVENTUALFORPLIGTELSE

For 21 samfinansierede ph.d.-studerende ud af i alt 39 ph.d.-studerende indestår IT-Universitetet i København for betaling af de studerendes løn i den 3-årige eller 4-årige periode, hvor deres ansættelsesaftaler er uopsigelige fra universitetets side. Forpligtigelsen kan blive aktuel, såfremt lønudgifterne ikke dækkes af virksomheder eller institutioner, som der er indgået uddannelsesaftaler med.

IT-Universitetet i København har en medarbejder ansat på tjenestemandsvilkår, hvilket betyder en forpligtelse til at betale rådighedsløn i 36 måneder ved opsigelse. Lønforpligtelsen udgør maksimalt 2.289 t.kr.

IT-Universitetet i København er omfattet af Statens selvforsikringsprincip og har tegnet bestyrelses- og direktionsansvarsforsikring.

## 17. PERSONALEREGNSKAB

	2015	2014	2013	2012
Årsværk	310	322	307	284
Antal personer	568	550	531	497
Tiltrædelser	283	358	320	286
Fratrædelser	287	314	301	276

## 18. SEGMENTOPLYSNINGER

	2015 DKK 1.000	2014 DKK 1.000
<b>Ordinær virksomhed</b>		
Indtægter	258.416	235.006
Personaleomkostninger	-140.117	-142.156
Driftsomkostninger	-101.031	-96.387
<b>Årets resultat før finansielle poster</b>	<b>17.268</b>	<b>-3.537</b>
<b>Indtægtsdækket virksomhed</b>		
Indtægter	5.503	3.491
Personaleomkostninger	-1.726	-1.373
Driftsomkostninger	-2.300	-692
<b>Årets resultat før finansielle poster</b>	<b>1.477</b>	<b>1.426</b>
<b>Tilskudsfinansieret forskning</b>		
Indtægter	25.834	27.967
Personaleomkostninger	-14.194	-14.784
Driftsomkostninger	-11.640	-13.186
<b>Årets resultat før finansielle poster</b>	<b>0</b>	<b>-3</b>
<b>Andre tilskudsfinansierede aktiviteter</b>		
Indtægter	0	860
Personaleomkostninger	0	-48
Driftsomkostninger	0	-863
<b>Årets resultat før finansielle poster</b>	<b>0</b>	<b>-51</b>
<b>Årets resultat før finansielle poster</b>	<b>18.745</b>	<b>-2.165</b>

Fordelingen af indtægter og omkostninger på segmenter kan afvige fra resultatopgørelsen.

## 19. INDTÆGTSDÆKKET VIRKSOMHED

IT-Universitetet i Københavns indtægtsdækkede virksomhed omfatter lokaleudlejning, arrangementer, parkering m.m.

Tabellen viser årets resultat og det akkumulerede resultat over den 4-årige periode, hvor det akkumulerede resultat ikke må være negativt i henhold til Finansministeriets disponeringsregler for indtægtsdækket virksomhed.

	2015 DKK 1.000	2014 DKK 1.000	2013 DKK 1.000	2012 DKK 1.000
Årets resultat	1.477	1.426	1.542	214
<b>Akkumuleret overført overskud pr. 31/12</b>	4.659	3.182	1.756	214

## 20. NÆRTSTÅENDE PARTER

Nærtstående parter	Grundlag
Uddannelses- og Forskningsministeriet (UFM)	Statstilskud fra UFM udgør 218.183 t.kr. i 2015 og 213.857 t.kr. i 2014.
Ministeriet for Børn, Undervisning og Ligestilling (UVM)	Statstilskud fra UVM udgør 1.476 t.kr. i 2015 og 1.807 t.kr. i 2014.
Bestyrelse	Udbetalt vederlag til Bestyrelsen udgør 336 t.kr. i 2015 og 360 t.kr. i 2014.
Direktion	Udbetalt vederlag til Direktionen udgør 3.758 t.kr. i 2015 og 3.916 t.kr. i 2014.
Studenterorganisationen på IT-Universitetet i København (stupIT)	Udbetalt tilskud til stupIT udgør DKK 506 t.kr. i 2015 og 87 t.kr. i 2014.
ITU Business Development A/S (ITU BD)	<p>IT-Universitetet i København har indbetalt kapital for 5.000 t.kr. til ITU BD i 2014, og ejer selskabet 100 procent. Aktiekapitalen udgør 1.000 t.kr.</p> <p>Årets resultat i ITU BD er på +507 t.kr. og egenkapitalen pr. 31. december 2015 udgør 4.309 t.kr..</p> <p>ITU BD har i 2015 leveret ydelser til IT-Universitetet i København og overtaget forpligtelser vedrørende patenter for 2.757 t.kr. i 2015 (ingen ydelser i 2014).</p> <p>ITU BD har i 2015 lejet lokaler hos IT-Universitetet i København for 23 t.kr. i 2015 og 17 t.kr. i 2014.</p>
Folketingets Finansudvalg (FFU)	IT-Universitetet i København har ikke anlægsprojekter, der kræver godkendelse af FFU.



## 21. YDERLIGERE FORHOLD

Yderligere forhold som IT-Universitetet i København skal oplyse om i henhold til:

- Bekendtgørelse nr. 598 af 8. marts 2015 om tilskud og revision m.v. ved universiteterne.
- Styrelsen for Videregående Uddannelsers brev af 16. december 2014 om årsrapport 2014.
- Styrelsen for Videregående Uddannelsers brev af 1. december 2015 vedrørende implementering af nye statsstøttere regler for forskningsinfrastruktur.

IT-Universitetet i København varetager ikke sekretariatsfunktionen for legater og lignende.

IT-Universitetet har stiftet og ejer et aktieselskab, ITU Business Development A/S, til fremme af omsætningen af ny viden og teknologi mellem forskningsinstitutioner og erhvervslivet, jf. §4, stk. 1 i LBK nr. 580 af 1. juni 2014 om offentlige forskningsinstitutioners kommercielle aktiviteter og samarbejde med fonde (tech-trans-loven).

IT-Universitetet i København har ikke indskudt midler i fonde, hvis hovedformål er at etablere universitetsnære boliger i henhold til § 10, stk. 2, i LBK nr. 580 af 1. juni 2014 om offentlige forskningsinstitutioners kommercielle aktiviteter og samarbejde med fonde (tech-trans-loven).

IT-Universitetet i København har ingen omkostninger til administration af fonde og foreninger, herunder erhvervsdrivende fonde og foreninger.

IT-Universitetet i København udbyder ingen uddannelser i udlandet.

IT-Universitetet i København deltager ikke i Erasmus Mundus programmer.

IT-Universitetet i København overholder EU's statsstøttere regler for forskningsinfrastruktur.

### 3.6 HOVED- OG NØGLETAL

<b>Indtægter (DKK 1.000)</b>	<b>2015</b>	<b>2014</b>
Uddannelse	145.102	142.284
Forskning	88.254	87.860
Eksterne midler	30.231	31.244
Forskningsbaseret myndighedsbetjening	0	0
Øvrige tilskud	-3.806	-3.628
Øvrige indtægter	23.480	4.368
<b>Total</b>	<b>283.261</b>	<b>262.128</b>

<b>Omkostninger (DKK 1.000)</b>	<b>2015</b>	<b>2014</b>
Uddannelse	119.549	120.961
Forskning	94.805	99.373
Formidling og vidensudveksling	8.688	7.989
Myndighedsbetjening	0	0
General ledelse og administration	27.091	28.851
<b>Total</b>	<b>250.133</b>	<b>257.174</b>

<b>Personale (årsværk)</b>	<b>2015</b>	<b>2014</b>
VIP	134,1	143,2
DVIP	44,1	41,1
Øvrige årsværk	131,6	137,9
<b>Total</b>	<b>309,8</b>	<b>322,2</b>

<b>Balance (DKK 1.000)</b>	<b>2015</b>	<b>2014</b>
Egenkapital	69.115	48.561
Balancesum	157.573	134.456

<b>Bygning</b>	<b>2015</b>	<b>2014</b>
Bygninger m <sup>2</sup> i alt – Netto	23.352	23.352

<b>Bachelor- og kandidatstuderende for perioden 1/10 til 30/9</b>	<b>2015</b>	<b>2014</b>
Antal optagne bachelorstuderende	215	239
Antal optagne kandidatstuderende	412	441
Antal indskrevne studerende pr. 30/9	1.785	1.915
Antal STÅ (inkl. gæstestuderende)	1.271	1.244

<b>Færdiguddannede bachelor og kandidater for perioden 1/10 til 30/9</b>	<b>2015</b>	<b>2014</b>
Antal færdiguddannede bachelor	162	139
Antal færdiguddannede kandidater	405	368

<b>Friplads- og stipendieordningen</b>	<b>2015</b>	<b>2014</b>
Antal indskrevne studerende på fripladser pr. 30/9	12	7
Antal STÅ baseret på fripladser (taxameter 3)	7	5
Samlet beløb udbetalt som stipendier (1.000 kr.)	785	513
Antal studerende, der har fået udbetalt stipendier	13	7

<b>Deltidsstuderende (diplom-, master- og enkeltfag) perioden 1/10 til 30/9</b>	<b>2015</b>	<b>2014</b>
Antal optagne diplom- og masterstuderende	121	146
Antal betalende deltidsstuderende	442	510
Antal årselever optjent af deltidsstuderende	105	111
Antal færdiguddannede diplom- og masterstuderende	64	50

<b>Internationalisering for perioden 1/9 til 31/8</b>	<b>2015</b>	<b>2014</b>
Antal udvekslingsstuderende udgående (inkl. udlandsstipendium)	101	85
Antal udvekslingsstuderende indgående	21	17
Antal udenlandske studerende pr. 30/9	302	289

<b>Forskeruddannelse</b>	<b>2015</b>	<b>2014</b>
Antal indskrevne ph.d.-studerende pr. 31/12	45	51
Antal optagne ph.d.-studerende i året	14	17
Antal godkendte afhandlinger i året	13	12

<b>Forsknings- og formidlingsresultater</b>	<b>2015</b>	<b>2014</b>
Antal forskningspublikationer	231	290
Antal patentansøgninger	4	1
Antal udstedte patenter	0	0
Antal anmeldte opfindelser	11	3
Antal projekter med erhvervslivet	14	11
Antal eksterne projekter	53	56
Økonomisk samarbejde med erhvervslivet (1.000 kr.)	1.463	1.711

## 4. MÅLOPFYLDELSE

### 4.1 OVERSIGT OVER MÅLOPFYLDELSE

#### Opfølgning på resultatmål i udviklingskontrakt for 2015-2017




Opfølgning pr. 31. december 2015.



De 12 mål i udviklingskontrakten vedrører følgende otte overordnede temaer:






- Bedre kvalitet i uddannelserne
- Større relevans og øget gennemsigtighed
- Bedre sammenhæng og samarbejde
- Styrket internationalisering
- Øget social mobilitet – flere talenter i spil
- Mere ekstern finansieret forskning
- Flere ph.d.-studerende
- Flere videnskabelige publikationer.






Målafrapporteringen i nedenstående skema afspejler resultaterne for 2015 og er udarbejdet i henhold til Styrelsen for Videregående Uddannelsers vejledende retningslinjer for målvurdering af 8. december 2015.

#### Signatur:

-  Målet er opfyldt.
-  Målet er delvist opfyldt, idet der er nået 75 pct. eller mere af fuld opfyldelse.
-  Målet er ikke opfyldt, idet mindre end 75 pct. af fuld opfyldelse er opnået.

Mål	Beskrivelse	Bemærkninger	Status
<b>M1</b>	Gennemsnittet af de studerendes svar på de kvantitative spørgsmål i kursusevalueringen skal være mindst 4,75 på en skala fra 1 til 6. Det gælder for hvert år i kontraktperioden.	Gennemsnittet af de studerendes svar på de kvantitative spørgsmål i kursusevalueringen er 4,75 i 2015.	
<b>M2</b>	IT-Universitetet i København vil nedbringe den gennemsnitlige overskridelse af normeret studietid for dets færdiguddannede bachelorer og kandidater i 2015 med 0,5 måned i forhold til 2011, 1 måned i 2016 i forhold til 2011 og 1,6 måned i 2017 i forhold til 2011.	Den gennemsnitlige overskridelse af normeret studietid er 11,6 måneder i 2015 for IT-Universitetet i Københavns færdiguddannede bachelorer og kandidater, svarende til den gennemsnitlige overskridelse af normeret studietid i 2011.	

Mål	Beskrivelse	Bemærkninger	Status
<b>M3</b>	Ledigheden for de kandidater, der dimitterede fra IT-Universitetet i København 4 til 7 kvartaler tidligere, vil i 2015 højst være 14 pct., i 2016 højst 13 pct. og i 2017 højst 12 pct.	Ledigheden for kandidater, der dimitterer fra IT-Universitetet i København 4 til 7 kvartaler tidligere, er 11 pct. i 2015.	
<b>M4</b>	Andelen af dimittender fra IT-Universitetet i Københavns kandidatuddannelser uddannet fra 0 til 10 år siden, der arbejder i den private sektor, skal være mindst 75 pct. af de beskæftigede kandidater. Dette gælder for i hvert år i kontraktperioden.	78 pct. af de kandidater, der er dimitteret fra IT-Universitetet i København for 0 – 10 år siden, er beskæftiget i den private sektor.	
<b>M5</b>	Antallet af optagne kandidatstuderende, hvis adgangsgivende uddannelse er bestået ved en anden danske uddannelsesinstitution end IT-Universitetet i København, skal være mindst 230. Dette gælder for hvert år i kontraktperioden.	239 af de optagne kandidatstuderende har en adgangsgivende uddannelse, som er bestået ved en anden dansk uddannelsesinstitution end IT-Universitetet i København.	
<b>M6</b>	IT-Universitetet i København vil i løbet af 2015 formulere en strategi for, hvorledes universitetet bevidst udnytter, at dets kandidatstuderende har mange forskellige uddannelsesbaggrunde. IT-Universitetet i København vil senest ved udgangen af 2017 have formuleret og iværksat til strategien hørende handleplaner, processer og procedurer.	I løbet af 2015 har IT-Universitetet i København formuleret en strategi for, hvorledes det bevidst udnyttes, at de kandidatstuderende har mange forskellige uddannelsesbaggrunde. Strategien indgår i IT-Universitetet i Københavns kvalitetspolitik for 2016.	
<b>M7</b>	Bachelor- og kandidatuddannelsernes globale kompetenceprofiler og relaterede aktiviteter evalueres hvert år i kontraktperioden, og der laves en handlingsplan for det efterfølgende år. Disse handlingsplaner skal godkendes af studielederen.	Bachelor- og kandidatuddannelsernes globale kompetenceprofiler og relaterede aktiviteter er evalueret. Der er udarbejdet handlingsplaner for 2016, som er godkendt af studielederen.	

Mål	Beskrivelse	Bemærkninger	Status
<b>M8</b>	IT-Universitetet i København vil i løbet af kontraktperioden udvikle et besøgsprogram rettet mod de gymnasiale ungdomsuddannelser og vil hvert år i kontraktperioden gennemføre besøg på eller modtage besøg fra mindst i alt 50 elever fra en eller flere gymnasiale ungdomsuddannelser, der har til huse i et underrepræsenteret område nær København.	IT-Universitetet i København har modtaget besøg fra i alt 59 elever fra flere gymnasiale ungdomsuddannelser, der har til huse i underrepræsenterede områder nær København.	
<b>M9</b>	Det totale forbrug af eksterne forskningsmidler divideret med antal senior-VIP-årsværk skal være mindst 650.000 kr. i 2015, 800.000 kr. i 2016 og 1.000.000 kr. i 2017.	Det totale forbrug af eksterne forskningsmidler divideret med antal senior-VIP-årsværk er 499.673 kr. i 2015 svarende til en målopfyldelse på 77 pct.	
<b>M10</b>	Antallet af optagne ph.d.-studerende vil være mindst 14 i 2015, 18 i 2016 og 22 i 2017.	Antallet af optagne ph.d.-studerende er 14 i 2015.	
<b>M11</b>	Antallet af personer, der optages som ph.d.-studerende på IT-Universitetet i København det pågældende år uden at få et ordinært ph.d.-stipendium, vil være mindst 2 i 2015, 3 i 2016 og 4 i 2017.	Tre personer er optaget som ph.d.-studerende på IT-Universitetet i København i 2015 uden at få et ordinært ph.d.-stipendium.	
<b>M12</b>	Antallet af BFI-point divideret med antal forskningsårsværk, som er rapporteret til Danske Universiteters Statistiske Beredskab, vil være mindst 1,85 i 2015, 1,96 i 2016 og 2,08 i 2017.	<p>Det er endnu ikke muligt at opgøre dette mål for 2015, idet antallet af bibliometri-point (BFI-point) tidligst vil blive opgjort af Styrelsen for Forskning og Innovation medio 2016.</p> <p>I 2014 blev der optjent 261,07 BFI-point, svarende til 2,85 pr. forskningsårsværk.</p>	

## 4.2 DISKUSSION AF MÅLOPFYLDELSEN

### Baggrund

I udviklingskontrakten for 2015-2017 har IT-Universitetet i København indgået en aftale med uddannelses- og forskningsministeren indeholdende 12 mål. I 2015 opfylder IT-Universitetet i København 10 af de 12 mål. Herunder redegøres for de to mål, som IT-Universitetet i København ikke har opfyldt eller kun delvist har opfyldt i 2015.

### Mål 2: Gennemsnitlig overskridelse af normeret studietid

IT-Universitetet i København vil nedbringe den gennemsnitlige overskridelse af normeret studietid for dets færdiguddannede bachelorer og kandidater i 2015 med 0,5 måned i forhold til 2011.

Den gennemsnitlige overskridelse af normeret studietid er 11,6 måneder i 2015 for IT-Universitetet i Københavns færdiguddannede bachelorer og kandidater, svarende til den gennemsnitlige overskridelse af normeret studietid i 2011.

IT-Universitetet i København er særdeles opmærksomme på at skulle reducere den gennemsnitlige overskridelse af normeret studietid, jf. udviklingskontrakten for 2015 – 2017, og at der ikke er sket nogen ændring i den realiserede gennemsnitlige overskridelse af den normerede studietid.

Den gennemsnitlige overskridelse af den normerede studietid påvirkes kraftigt af enkelte studerende, der bruger meget lang tid på studiet.

IT-Universitetet i København har taget en række initiativer for at få reduceret den gennemsnitlige overskridelse af normeret studietid. Først og fremmest har IT-Universitetet i København implementeret fremdriftsreformen – herunder kravet om, at den studerende skal være tilmeldt 30 ECTS hvert semester. Derudover har IT-Universitetet i København afskåret de studerendes mulighed for at få studieorlov, forkortet specialeperioden fra seks måneder til et semester og forkortet de maksimale studietider.

IT-Universitetet i København vil tage yderligere initiativer, hvis fremdriftsreformen og de yderligere tiltag, som IT-Universitetet i København har iværksat, mod forventning ikke fører til den reduktion i de gennemsnitlige studietider, som er aftalt i udviklingskontrakt 2015-2017.

### Mål 9: Forbrug af eksterne forskningsmidler pr. senior-VIP-årsværk

Det totale forbrug af eksterne forskningsmidler divideret med antal senior-VIP-årsværk skal være mindst 650.000 kr. i 2015, 800.000 kr. i 2016 og 1.000.000 kr. i 2017.



Det totale forbrug af eksterne forskningsmidler divideret med senior-VIP-årsværk er 499.673 kr. i 2015 svarende til en målopfyldelse på 77 pct.

Der har gennem flere år været problemer med at nå målene for den eksterne forskningsfinansiering, og de tiltag, der er blevet gjort, har ikke haft den fornødne effekt. Der er for få forskere, som har succes med at tiltrække eksterne forskningsmidler. Det har været én af grundene til, at IT-Universitetet i København i 2015 indførte en performance-model for forskerne, hvor det fremgår, hvad forventningerne til forskerne i gennemsnit er, hvad angår undervisning og forskning, herunder forbrug af eksterne forskningsmidler. Bestyrelsen og direktionen har en forventning om, at institutledelsen i 2016 og frem kanalisere ressourcer fra områder, der er mindre succesfulde, hvad angår forbrug af eksterne forskningsmidler, til områder der er mere succesfulde. Forskningsrådene er blevet beskåret kraftigt, og derfor vil det være næsten umuligt at opnå målet i udviklingskontrakten i 2016 og 2017.

## APPENDIKS

### 1 IT-UNIVERSITETET I KØBENHAVNS FORHOLD TIL "ANBEFALINGER FOR GOD UNIVERSITETSLEDELSE I DANMARK"

Anbefaling	IT-Universitetet i København	Bemærkninger / "mangler"
<b>3.1 Universitetsbestyrelsens strategiske opgaver, ansvar og sammensætning.</b>		
<b>3.1.1 Bestyrelsens overordnede ansvar</b>	Implementeret i vedtægternes § 7 og § 9, stk. 2.	
<b>3.1.2 Bestyrelsesformandens opgaver</b>	Implementeret i vedtægternes § 9 forretningsordenens § 12.	
<b>3.1.3 Forretningsorden</b>	Implementeret i forretningsordenen. Dog er nogle af de punkter, som det anbefales at regulere i forretningsordenen, reguleret i vedtægterne (formandens rolle og evt. næstformandens rolle).	Direktionen deltager i bestyrelsesmøderne, men forretningsordenen (eller vedtægterne) indeholder ikke en egentlig beskrivelse af direktionens deltagelse i bestyrelsesmøderne.
<b>3.1.4 Rekruttering af bestyrelsesmedlemmer</b>	Implementeret i tillæg 1 til vedtægterne.	
<b>3.1.5 Uddannelse af nye bestyrelsesmedlemmer</b>	Implementeret i forretningsordenens § 3.	
<b>3.1.6 Antallet af bestyrelsesmedlemmer</b>	Implementeret i vedtægternes § 5.	
<b>3.1.7 Bestyrelsens uafhængighed</b>	Implementeret i § 3 i tillæg 1 til vedtægterne.  Dog har bestyrelsen godkendt en procedure for behandling af sager i situationer, hvor allerede udpegede bestyrelsesmedlemmer eventuelt har en økonomisk interesse.	Punktet markeres gult og ikke rødt, idet anbefalingen følges ved rekruttering af nye medlemmer til bestyrelsen (tillæg 1 til vedtægterne).
<b>3.1.8 Møder</b>	Implementeret ved møde- og arbejdsplan.	
<b>3.1.9 Aldersgrænse</b>	Implementeret i forretningsordenens § 2.	

Anbefaling	IT-Universitetet	Bemærkninger / "mangler"
<b>3.1.10 Selvevaluering af bestyrelsens arbejde, evaluering af den daglige drift</b>	Implementeret i forretningsordenens § 5, stk. 1.	
<b>3.1.11 Aflønning af bestyrelsens medlemmer</b>  A.1) Udvalget finder det hensigtsmæssigt, at der ikke lønmæssigt skelnes mellem bestyrelsesmedlemmerne, idet det kan give anledning til en uønskelig "rangordning" og det anbefales derfor, at der ydes samme betaling til de interne bestyrelsesmedlemmer som til de eksterne.	A.1) IT-Universitetet aflønner ikke interne bestyrelsesmedlemmer som anbefalingerne foreskriver.	A.1) Aflønning af internt valgte bestyrelsesmedlemmer er ikke tilladt, hvorfor IT-Universitetet i København ikke har hjemmel til at efterleve
<b>3.1.12 Åbenhed</b>  A.1) Det anbefales, at møderne holdes lukket for andre end bestyrelsens medlemmer og universitetets øverste ledelse med mindre andet besluttet.  A.2) Det anbefales, at årsrapporten indeholder oplysninger om universitetets styrelsesforhold (de styrende organer og forholdet imellem dem) samt de økonomiske forhold. I årsrapporten bør der ligeledes angives oplysninger om bestyrelsesmedlemmernes stilling, alder og øvrige direktions- og bestyrelsesposter – såvel danske som udenlandske.	A.1) Bestyrelsesmøder er som udgangspunkt åbne for alle.  A.2) Årsrapporten indeholder disse oplysninger. Universitetets styrelsesforhold beskrives i Appendiks 2, og oplysninger om bestyrelsesmedlemmerne findes i afsnit 1.1 Virksomhedsoplysninger.	A.1) Det er et krav fra Uddannelses- og Forskningsministeriet, at møderne som udgangspunkt er åbne. IT-Universitetet i København har derfor ikke mulighed for at følge anbefalingen.

Anbefaling	IT-Universitetet	Bemærkninger / "mangler"
A.3) Det anbefales, at bestyrelsen fastlægger retningslinjer og officielle mekanismer for "whistle-blowing"	A.3) IT-Universitetet i København har drøftet og truffet beslutning vedrørende retningslinjer for whistle-blowing.	A.3) På H-SiSu mødet den 10. juni 2010 blev notat om Whistle-blowing forelagt og forkastet med begrundelsen, at IT-Universitetet i København allerede har mange åbne organer, hvor studerende og ansatte kan henvende sig.
<b>3.1.13 Revision</b>		
A.1) Det anbefales, at bestyrelsen etablerer de overordnede rammer for tilrettelæggelsen af revisionen, herunder eventuel benyttelse af private revisionsfirmaer.	A.1) Vedtægternes § 31, stk. 1 fastslår, at "bestyrelsen kan antage ekstern bistand til kontrol og styring af IT-Universitetet i Københavns budgetter og regnskabsrapportering". Bestyrelsen har besluttet at antage sådan ekstern bistand (E&Y).	

## 3.2 Universitetsbestyrelsens relationer til universitetets eksterne interessenter

<b>3.2.1 Universitetets generelle forhold til interessenter</b>		
A.1) Det anbefales, at bestyrelsen opstiller generelle principper og værdier for universitetets samarbejde med og relation til sine interessenter.	A.1) IT-Universitetet i Københavns kerneværdier <ul style="list-style-type: none"> <li>• Kommunikationsstrategi (behandlet ved bestyrelsesseminar juni 2012).</li> <li>• Kommercialiseringsstrategi (godkendt af bestyrelsen ved strategiseminar juni 2005 og senest drøftet på strategiseminar september 2013).</li> </ul>	

Anbefaling	IT-Universitetet	Bemærkninger / "mangler"
<p>A.2) Det anbefales, at bestyrelsen sikrer, at disse principper og værdier respekteres i universitetets eksterne relationer, samt at bestyrelsen og den øverste ledelse i fællesskab i den henseende fører en løbende dialog og har et samarbejde med universitetets interessenter.</p> <p>A.3) Det anbefales, at bestyrelsen vedtager og offentliggør en konkret informations- og kommunikationspolitik i forhold til universitetets interessenter.</p>	<p>A.2) Principperne gennemsyrrer dialogen med aftagerpanelerne (og med interessenter i øvrigt).</p> <p>A.3) Dette er sket ved åbne bestyrelsesmøder (forretningsordenens § 9) og kommunikationspolitik (forretningsordenens § 11).</p>	
<b>3.2.2. Staten</b>		
<p>A.1) Det anbefales, at bestyrelsen opstiller procedurer der sikrer, at staten, og herunder Uddannelses- og Forskningsministeriet, modtager den information, der er nødvendig for at føre tilsyn med og følge op på universitetets generelle udvikling som del af den samlede danske universitetssektor. Det kan blandt andet ske i forbindelse med udarbejdelsen af universitetets udviklingskontrakt og i universitetets årsrapport, men kan ikke begrænses dertil.</p> <p>A.2) Det anbefales, at bestyrelsen tager et aktivt ansvar for udarbejdelsen af universitetets udviklingskontrakt og for kontrakt-drøftelserne med videnskabsministeren.</p>	<p>A.1) IT-Universitetet i København leverer bl.a.</p> <ul style="list-style-type: none"> <li>• Udviklingskontrakt</li> <li>• Årsrapport</li> <li>• Løbende rapportering</li> </ul> <p>A.2) Vedtægternes § 7, stk. 1, nr. 18: "bestyrelsen indgår efter oplæg fra rektor udviklingskontrakt med ministeren om IT-Universitetets virksomhed".</p>	<p>A.1) IT-Universitetet i København leverer foruden udviklingskontrakt og årsrapport løbende tilsynsinformation til ministeriet.</p>

Anbefaling	IT-Universitetet	Bemærkninger / "mangler"
<p>A.3)</p> <p>Det anbefales, at bestyrelsen i sine relationer til staten særligt bidrager til at fremme:</p> <ul style="list-style-type: none"> <li>• Den tilsigtede styrkelse af universiteternes frihedsgrader.</li> </ul> <p>Et naturligt afsæt er det politiske forlig om universitetsloven. Det nævner 10 mulige områder, hvor yderligere frihedsgrader kan indføres, fx en mere fleksibel stillingsstruktur og forenkling af taxametersystemet.</p> <ul style="list-style-type: none"> <li>• En smidig og effektiv behandling af universiteternes anmodninger og henvendelser.</li> <li>• At staten regelmæssigt præsenterer en samlet politik for statens rolle i forhold til universiteterne og for statens styring af universiteterne.</li> </ul>	<p>A.3)</p> <p>IT-Universitetet i København bidrager til denne proces ved</p> <ul style="list-style-type: none"> <li>• At påtage sig videst muligt ansvar inden for lovens rammer</li> <li>• Gennem Danske Universiteter.</li> </ul>	
<p><b>3.2.3 Erhvervslivet og den offentlige sektor</b></p> <p>A.1)</p> <p>Det anbefales, at bestyrelsen som led i sine generelle opgaver udarbejder og offentliggør en strategi for universitetets samspil og udveksling af viden med erhvervslivet og den offentlige sektor, herunder samspil om forskning og teknologioverførsel. Det er bestyrelsens ansvar at følge op på strategien, herunder at vurdere om universitetet bør styrke det eksisterende samspil med erhvervslivet.</p>	<p>A.1)</p> <p>Dette sker gennem en kommercialiseringsstrategi, som ikke er offentliggjort.</p>	<p>A.1)</p> <p>Punktet er gult, fordi strategien ikke er offentliggjort. IT-Universitetet i Københavns kontraktfunktion anbefaler ikke at offentliggøre strategien af hensyn til kontraktforhandlinger.</p>

Anbefaling	IT-Universitetet	Bemærkninger / "mangler"
<b>3.2.4 Regionen</b>  A.1) Det anbefales, at bestyrelsen i relevant sammenhæng, fx strategiplanen, fastlægger generelle principper for samarbejde med regionen, og skaber åbenhed omkring disse relationer.	A.1) Se IT-Universitetet i Københavns strategier for henholdsvis Research og Education.	A.1) Punktet er grønt, idet strategidokumenternes principper for forskning og uddannelse også gælder for samarbejde i regionen.
<b>3.2.5 Øvrige universiteter</b>  A.1) Det anbefales, at bestyrelsen som en vigtig del af sin langsigtede strategi udarbejder en plan for samarbejde med danske og udenlandske universiteter og andre videregående uddannelsesinstitutioner og opstiller konkrete handlingsplaner for samarbejdet.  A.2) Det anbefales, at bestyrelsesformændene på de 8 danske universiteter opretter et forum for udveksling af synspunkter og erfaringer, herunder erfaringer med relationen til staten.	A.1) Dette er sket gennem Addenda til henholdsvis Education Strategy og Research Strategy  A.2) Dette er implementeret.	

Anbefaling	IT-Universitetet	Bemærkninger / "mangler"
<b>3.3 Universitetsbestyrelsens relationer til rektor og den øvrige øverste ledelse samt til akademisk råd</b>		
<b>3.3.1 Bestyrelsens generelle relation til den øverste ledelse og akademisk råd.</b>		
<p>A.1) Det anbefales, at bestyrelsen og den øverste ledelse i fællesskab drøfter generelle retningslinjer for forholdet mellem bestyrelsen og den øverste ledelse, herunder arbejdsdeling, forberedelse af bestyrelsesmøder, kontakt mellem bestyrelse og den øverste ledelse mellem møderne mm.</p>	<p>A.1) Arbejdsdelingen drøftes i konkrete sager ved bestyrelsesmøderne og desuden afholdes der formøder om samme emne inden bestyrelsesmøderne.</p>	
<p>A.2) Det anbefales, at bestyrelsen og den øverste ledelse på den baggrund udarbejder skriftlige retningslinjer, der gøres offentligt tilgængelige på universitetet, ligesom de eventuelt kan indgå i bestyrelsens forretningsorden.</p>	<p>A.2) IT-Universitetet i København har ingen selvstændige formelle retningslinjer om dette. Men vedtægterne og forretningsordenen beskriver til en vis grad forholdet mellem bestyrelsen og den øverste ledelse, som dog hovedsageligt er repræsenteret ved rektor. IT-Universitetet i København har altså valgt, at den øverste ledelse i forhold til bestyrelsen er repræsenteret ved rektor, selv om ansvarsområderne i realiteten er fordelt mellem direktionsmedlemmerne.</p> <p>De eneste steder, hvor den øvrige øverste ledelse er beskrevet i forhold til bestyrelsen er:</p> <ol style="list-style-type: none"> <li>1) Ansættelse af direktionsmedlemmer som foretages af bestyrelsen efter indstilling fra rektor, vedtægternes § 7, stk. 1, nr. 12.</li> <li>2) Adgangen til at begære et bestyrelsesmøde, forretningsordenens § 5, stk. 1.</li> </ol>	<p>A.2) Punktet er gult for at gøre opmærksom på, at den øverste ledelse alene er repræsenteret ved rektor. Der er dog formentlig intet i vejen for, at IT-Universitetet i København vælger en sådan tilgang, og punktet derfor anses som grønt.</p>



Anbefaling	IT-Universitetet	Bemærkninger / "mangler"
<p>A.3)</p> <p>Det er afgørende, at bestyrelsen får alle de oplysninger om universitetets virke, der er nødvendig for den overordnede varetagelse af universitetets interesser. Derfor anbefales det, at bestyrelsen fastlægger retningslinjer for den øverste ledelses rapportering til bestyrelsen og for kommunikationen mellem den øverste ledelse og bestyrelsen i øvrigt. Den øverste ledelse bør under alle omstændigheder sikre, at alle væsentlige oplysninger tilgår bestyrelsen, uanset om denne har anmodet om det.</p>	<p>A.3)</p> <p>Dette sker gennem</p> <ul style="list-style-type: none"> <li>• Bestyrelsens arbejdsplan</li> <li>• Forretningsordenens § 12: "Bestyrelsesformanden ..... og varetager den løbende kontakt med rektor mellem bestyrelsesmøderne."</li> </ul>	<p>A.3)</p> <p>Der er aftalt en praksis for rapportering og løbende information fra direktion som indebærer, at bestyrelsen informeres/høres om alle væsentlige oplysninger.</p>
<p>A.4)</p> <p>Det anbefales, at rektor i sager, hvor det i øvrigt skønnes nødvendigt, indhenter akademisk råds udtalelse inden sagen forelægges for bestyrelsen.</p>	<p>A.4)</p> <p>Budgetudkast forelægges Akademisk Råd før det forelægges bestyrelsen. Desuden behandler Akademisk råd sager som f.eks. universitetsevaluering af forskningsfrihed og medbestemmelse inden de forelægges bestyrelsen.</p>	
<p>A.5)</p> <p>Det anbefales, at sager, der af rektor forelægges til beslutning i bestyrelsen, er færdigbehandlede og kun mangler bestyrelsens stillingtagen. I tvivlstilfælde bør det være bestyrelsen, der afgør hvilke sager, den vil behandle.</p>	<p>A.5)</p> <p>Implementeret i forretningsordenens § 6, stk.5.</p>	

Anbefaling	IT-Universitetet	Bemærkninger / "mangler"
<b>3.3.2 Relation mellem bestyrelsesformanden og rektor</b>  A.1) Det anbefales, at bestyrelsesformanden og rektor i fællesskab drøfter de generelle retningslinjer for forholdet mellem formand og rektor, og at disse retningslinjer fastlægges endeligt og entydigt at bestyrelsen.	A.1) IT-Universitetet i København har ikke formelle retningslinjer for denne relation.	A1) Emnet indgår dog i bestyrelsens årlige selvevaluering.
<b>3.3.3 Bestyrelsen, rektor og universitetets eksterne relationer</b>  A.1) Det anbefales, at rektor varetager den daglige eksterne repræsentation af universitetet i overensstemmelse med den generelle arbejdsdeling mellem bestyrelsen og den øverste ledelse. Rektor bør varetage denne opgave i fuld overensstemmelse med bestyrelsens instrukser og synspunkter, så vidt der er tale om et bestyrelsesanliggende.	A.1) Implementeret i forretningsordenens § 11, stk. 4.	

## APPENDIKS 2

### IT-UNIVERSITETET I KØBENHAVNS STYRELSESFORHOLD PR. 31. DECEMBER

IT-Universitetet i København ledes af en bestyrelse og en direktion.

#### Bestyrelsen

IT-Universitetet i Københavns bestyrelse består af en formand og otte medlemmer. Formanden og fire medlemmer er udefra kommende, et medlem er valgt af og blandt IT-Universitetet i Københavns videnskabelige personale, et medlem er valgt af og blandt det teknisk-administrative personale på IT-Universitetet i København, og to medlemmer er valgt af og blandt de studerende på IT-Universitetet i København.

Bestyrelsen er IT-Universitetet i Københavns øverste myndighed. Bestyrelsen varetager IT-Universitetet i Københavns interesser som uddannelses- og forskningsinstitution og fastlægger retningslinjer for dets organisation, langsigtede virksomhed og udvikling.

Bestyrelsesmøderne er offentlige. Sager, der er omfattet af lovgivningens bestemmelser om tavshedspligt i forvaltningen, alle personsager og sager, hvori indgår oplysninger om kontraktforhandlinger med private eller tilsvarende forhandlinger med offentlige samarbejdspartnere, behandles dog for lukkede døre.

#### Rektor

Rektor er ansvarlig over for bestyrelsen i ethvert spørgsmål og har inden for de rammer, bestyrelsen har fastsat, ansvaret for den daglige ledelse af IT-Universitetet i København. Ledelsesretten omfatter alt personale, der er ansat på IT-Universitetet.

Rektor skal sikre, at IT-Universitetet i København til enhver tid overholder gældende lovgivning og regler og er pligtig at foretage enhver anden handling, der er nødvendig til god og forsvarlig ledelse af IT-Universitetet i København.

#### Prorektor

Prorektor supplerer rektor på alle typer af opgaver, som rektor beskæftiger sig med.

#### Universitetsdirektør

Universitetsdirektøren er ansvarlig for, at den samlede administration understøtter forskning og uddannelse i videst mulig omfang. Universitetsdirektøren er ansvarlig over for rektor for, at lovgivningen inden for det administrative område bliver overholdt samt for at sikre en sammenhæng mellem de administrative processer på tværs af de administrative afdelinger.

Universitetsdirektøren leder de større tværgående projekter for de administrative afdelinger samt tegner administrationen over for omverdenen.

## Direktionen

Direktionen udgøres af rektor, prorektor og universitetsdirektør. Direktionen er ansvarlig for udarbejdelse af IT-Universitetet i Københavns strategier samt udarbejdelse og forhandling af udviklingskontrakten med Uddannelsesministeriet. For eksempel arbejder direktionen med at fremme globaliseringen og internationaliseringen af IT-Universitetet i København.

Direktionen har ansvaret for, at IT-Universitetet i Københavns udvikling understøttes bedst muligt inden for de økonomiske rammer, som bestyrelsen har givet. Gennem direktionens arbejde opnås en helhed mellem forskning, uddannelse og administration.

Direktionen arbejder gennem det daglige arbejde med at fremme IT-Universitetet i Københavns tre kerneværdier, toneangivende, ansvarlig og imødekommende, i hele organisationen.

## Akademisk råd

Rektor nedsætter et akademisk råd. Akademisk råd består af en formand og fire medlemmer og vælger selv sin formand blandt rådets medlemmer. To medlemmer vælges af og blandt det videnskabelige personale på IT-Universitetet i København, og to medlemmer vælges af og blandt de studerende på IT-Universitetet i København.

Akademisk råd udtaler sig til rektor om centrale strategiske forsknings- og uddannelsesområder og planer for udveksling af viden, tildeler ph.d.- og doktorgraden og kan udtale sig om alle akademiske forhold af væsentlig betydning for IT-Universitetet i Københavns virksomhed mm.

## Studienævn

Rektor opretter et eller flere studienævn, hvortil der vælges et lige stort antal medlemmer blandt det videnskabelige personale (VIP) og blandt de studerende. Hvert studienævn vælger blandt sine VIP-medlemmer en formand og blandt de studerende en næstformand. Formand og næstformand godkendes af rektor.

Studienævnet sikrer tilrettelæggelse, gennemførelse og udvikling af uddannelser og undervisning, herunder kvalitetssikring og kvalitetsudvikling af uddannelser og undervisning, udarbejdelse af forslag til studieordninger og ændringer heri og godkendelse af plan for tilrettelæggelse af undervisning og prøver mm.

### **Ph.d.-udvalg**

Rektor opretter et ph.d.-udvalg, hvortil der vælges et lige stort antal medlemmer blandt det videnskabelige personale (VIP) og blandt de studerende. Formand og næstformand udpeges af rektor efter indstilling fra ph.d.-udvalget.

Ph.d.-udvalget godkender ph.d.-kurser, udtaler sig om evaluering af ph.d.-uddannelsen og -vejledning til ph.d.-skolelederen og godkender ansøgninger om merit og dispensation mm.

### **Institutleder**

Institutlederen ansættes og afskediges af rektor. Institutlederen varetager instituttets daglige ledelse, herunder planlægning og fordeling af arbejdsopgaver. Institutlederen kan pålægge medarbejdere at løse bestemte opgaver. I den tid, hvor de videnskabelige medarbejdere ikke er pålagt sådanne opgaver, forsker de frit inden for IT-Universitetet i Københavns strategiske rammer.

Institutlederen sikrer kvalitet og sammenhæng i forskning og uddannelse og skal med inddragelse af studienævn og studieleder følge op på evaluering af uddannelse og undervisning.

### **Studieleder**

Studielederen udpeges og afsættes af rektor efter indstilling fra studienævnet. Studielederen har til opgave i samarbejde med studienævnet at forestå den praktiske tilrettelæggelse af undervisningen og af prøver og anden bedømmelse, der indgår i eksamen.

### **Samarbejds- og sikkerhedsudvalg**

IT-Universitetet i Københavns sikkerheds- og samarbejdsorganisation består af et Hoved Sikkerheds- og Samarbejdsudvalg (H-SiSu) og to underudvalg – et Administrativt Sikkerheds- og Samarbejdsudvalg (A-SiSu), som dækker administrationen, og et Forsknings Sikkerheds- og Samarbejdsudvalg (F-SiSu) som dækker instituttet – samt to sikkerhedsgrupper under hvert af de to underudvalg.

Generelt behandles emner, som vedrører samtlige medarbejdere, i H-SiSu, herunder politikker, strategier, arbejdspladsvurdering (APV), medarbejdertilfredshedsundersøgelse (MTU) og koncept for medarbejderudviklingssamtaler (MUS). Emner, som alene vedrører/har interesse for enten administrationen eller forskningen, behandles i henholdsvis A-SiSu og F-SiSu. Emner omkring arbejdsmiljø og sikkerhed behandles som udgangspunkt i A-SiSu og F-SiSu.

Der forudsættes et tæt samarbejde mellem SiSu'erne. Behandling af emner kan uddelegeres fra H-SiSu til henholdsvis A-SiSu eller F-SiSu, ligesom emner, som har været behandlet i A-SiSu og F-SiSu, kan blive behandlet i H-SiSu, såfremt det skønnes nødvendigt.

## APPENDIKS 3

### MEDLEMMER AF IT-UNIVERSITETET I KØBENHAVNS AFTAGERPANELER 2015

#### EXECUTIVE-LEVEL EMPLOYERS'S PANEL:

Per Kogut (formand), President and Chief Executive Officer (CEO), NNIT

Kaare Danielsen, Direktør og ejer, Jobindex

Jesper Rønnow Simonsen, Direktør, SKAT

Jan Peter Larsen, SVP, Senior Development Director, Danske Bank

Jørn O. Christiansen, First Vice President, Nordea

Carsten Gomard, Bestyrelsesformand, Netcompany

Lars Frelle-Petersen, Direktør, Digitaliseringsstyrelsen

Adam Lebech, Direktør, DI Digital

Birgitte Hass, Direktør, IT-Branchen

Michael Arreboe, Kanalchef, DR

Pernille Geneser, CIO, Bestseller

Lars Green Lauridsen, Senior Vice President, COWI

Niels Jørgensen, Vice President, LEGO Digital Games

#### BACHELOR I SOFTWAREUDVIKLING (SWU)/CAND.IT, SOFTWAREUDVIKLING (SDT):

Kristine Stenhuus (formand), Udviklingschef, KMD

Casper Hovard, Program Manager – Danish Defense (DeMars) Account, IBM

Lars Nørgaard, Director, Head of Microsoft Solutions at NNIT, NNIT

Michael Nielsen, Selvstændig

Henrik Krøyer, Udviklingschef for Development Tools & Processes, Danske Bank

Niels Hallenberg, Vice President, Technical Foundation, SimCorp

Jacob Strange, Partner, Nine A/S

Morten Zohnesen, Managing Architect, Netcompany

Steffen D. Andersen, Chief Development Officer, Sitecore

Karsten Stanek Pedersen, Director, Saxobank

Anders Hal Werner, CTO, Partner, Peytz & Co.

Christian Bjerre Nielsen, Head of Development, Schilling A/S

Thomas Hartmann, Leder af IT udvikling, ATP

Christian Østergaard, Afdelingsleder, Formpipe Software A/S

## **BACHELOR I DIGITALE MEDIER OG DESIGN (DMD)/CAND.IT., DIGITAL DESIGN OG KOMMUNIKATION (DDK):**

Laust Jørgensen (formand), Afdelingsleder, Peytz & Co.

Louise Sofie Kehler, Teamleder, Digitalisering og IT-drift & Digitaliseringschef, Administrativt Ressourcecenter, Børn, Københavns Kommune

Michael K. Rasmussen, Senior VP Brand, Velux A/S

Brian Groth, Chef for TV2 Grafisk

Bo Tolstrup Christensen, Head of Mobile Pay Personal, Danske Bank

Martin Sønderlev Christensen, Partner, Socialsquare

Jonas Heide Smith, Head of Digital Communications, Statens Museum for Kunst

Marianne Østergaard Christensen, Customer Experience Specialist, Nordea

Gry Askaa, Udviklingskonsulent, SKAT

Nanna Engberg, Seniorkonsulent, Think! Digital

Lasse Underbjerg, Lead Designer, Designit

Anders Nøhr Holmstrøm, User Experience Manager and Change Agent, Alka Forsikring

Ina Rosen, Digital direktør, Operate

## **CAND.IT., GAMES:**

Karsten Lund (formand), Creative Director, LEGO Digital Games

Nick Price, Studio Communications Manager, Io-Interactive

Aksel Køie, Digital Producer & Entrepreneur, Step in Books

Peer Jakobsen, CTO, Moviestar Planet ApS

Thomas Howalt, underviser, Dadiu

Asbjørn Malte Søndergaard, CEO & Founder, Tactile Entertainment ApS

Jonas Wæver, Creative Director, Logic Artists

Simon Løvind, Games Commissioning Editor, Danish Film Institute

## **BACHELOR I GLOBAL VIRKSOMHEDSINFORMATIK (GBI)/CAND.IT., DIGITAL INNOVATION OG MANAGEMENT (DIM):**

Louise Sparf-Bruun (formand), Underdirektør, SKAT

Jari Friis Jørgensen, Owner, Symmetric

Jakob Aggergaard Mikkelsen, Co-founder and Partner, Greener Pastures

Tanja Danner, Head of Regulatory Affairs Services, NNIT

Simon Killerich Vedel, Senior Analyst, Nykredit

Peter Berg Jørgensen, Head of Business Development & Big Data, Damvad

Kristian Hjort-Madsen, Direktør, Kompetencer, Arkitektur & Drift

Steffen Rasmussen, Department Manager, Danske Bank

Christian Mark Christensen, Underdirektør - eBusiness, Topdanmark

Hanne Krøyer Jespersen, Senior Business & System Consultant, DONG Energy

Zain Syed, Solutions Sales Europe, IBM

Martin Eberhard, Direktør for markedsudvikling, Rambøll Management

Thomas Vinther, Digitaliseringschef, Københavns Kommune

Carsten Møller Jensen, Vicedirektør, Digitaliseringsstyrelsen

## **MASTER I INTERAKTIONSDESIGN (IND):**

Loba van Heugten (formand), Sr. Design Researcher, Microsoft

Anders Kirkeby, Head of Technical Product Management, SimCorp

Jan Topp Rasmussen, tidligere CIO/Director, SKAT

Allan Lundgaard Hamilton, Director, Sales & Marketing, Visma Consulting A/S

Morten Gade, Partner & Head of Digital, Kontrapunkt

Jesper Fagerlund, Head of Digital Design, Bysted

Glenn Vandkrog, Creator and Owner, Waterhook

Nikolaj Nøhr-Rasmussen, Site Manager, User Experience Competence Center, Volvo Cars Corporation

Mette Ebdrup, Kommunikationschef, Lægeforeningen

Peter Bertelsen, Manager for Concepts & Design, Grundfos Holding A/S



**MASTER I SOFTWAREUDVIKLING (SEN):**

Kirsten Nielsen (formand), Programme Manager, Talent Pipeline Management, Nordea

Anders Ishøy-Rasmussen, Systems Architect, Teledyne-Reson

Kenn A. Thisted, IT service-ejer/Agil Udvikling & Test, IT Arkitektur & Metode, Topdanmark Forsikring A/S

Søren Aggerholm, Program Manager, Systematic

Erik Michael Degn, Vice President, Novo Nordisk A/S

Winn Nielsen, Enhedschef, Bydata, Teknik- og Miljøforvaltningen, Københavns Kommune

Steen Brahe, Founder and Consultant, Inexcel

Thomas Qvist, CTO, cBrain A/S

Anders Kirkeby, Head of Technical Product Management, SimCorp

Carsten Lind, Sektionschef, It-integration & Apparatudvikling, Region Hovedstaden, Center for It, Medico og Telefoni

Morten Macquard, Founder and CEO, Exformatics

**MASTER I IT-LEDELSE (ILM):**

Per Andersen (formand), tidligere direktør, Dansk IT

Erik Møberg, Senior Director, Ramboll Management Consulting

Thomas Okke Frahm, Head of Global IT, Chr. Hansen

Ghita Thiesen, Kontorchef, KL

Thomas Christiansen, Direktør, Kombit

Kenneth Egelund Schmidt, CIO, Pensam

Jette Bondo, Underdirektør, ATP

Peter Dreyer, Partner, Tracelink

Stig Lundbech, Vicedirektør, Koncernservice, Københavns Kommune

Lars Hagerup, Manager, Health & Public Service, Accenture



IT UNIVERSITY IN COPENHAGEN

# ANNUAL REPORT 2015

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# 1. STATEMENT OF THE BOARD OF DIRECTORS AND THE EXECUTIVE MANAGEMENT AND INDEPENDENT AUDITORS' REPORT

## 1.1 UNIVERSITY DETAILS

**Organisation** IT University of Copenhagen  
Rued Langgaards Vej 7  
DK-2300 Copenhagen S

Telephone: +45 72 18 50 00  
E-mail: itu@itu.dk  
Website: www.itu.dk

CVR no.: 29 05 77 53

**Registered office** Copenhagen

**Board of Directors**

**Jørgen Lindegaard**, Chairman of the Board of Directors, former CEO and Managing Director at ISS Holding, ISS A/S and SAS Group (2006-2010 and 2001-2006, respectively), born 1948. Chairman of the Board of AVT Business School, JL Rungsted Holding ApS, Vimmelskiftet 39-41, Trifina Holding ApS, Scania Danmark, Norsk Scania A/S, Viking-Danmark A/S and Pre Seed Innovation A/S. Member of the Board of Directors of Stilde Plantage A/S. Managing Director of JL Rungsted Invest ApS.

**Per Ladegaard**, CEO of Nykredit Holding A/S and Nykredit A/S until September 2014, born 1953. Died on 24 April 2015.

**Annette Stausholm**, Department Manager, IBM, born 1959. Recipient of the European Women of Achievement Award 2004.

**Jay David Bolter**, Co-Director for New Media Center and Professor in New Media, School of Literature, Communications, and Culture at Georgia Institute of Technology, USA, born 1951. Resigned from the Board of Directors on 30 September 2015.

**Maria Rørbye Rønn**, Director General of Radio Denmark, CEO, born 1964. Deputy Chairman of the Board of Directors of Ritzaus Bureau A/S. Member of the Board of Directors of Cfl. Member of Advisory Board Ordrupgaard.

**Lars Mathiesen**, Manager, Frost Management, born 1956.  
Chairman of the Board of Directors of Copenhagen Fintech Innovation and Research (CFIR).  
Member of the Board of Directors of Signicat A/S and 7N A/S.  
Member of the National IT Project Council and the IT Project Council of the Municipality of Copenhagen.  
Joined the Board on 1 October 2015.

**David Basin**, Dr., Professor, Swiss Federal Institute of Technology (ETH), Zürich, born 1961.  
Joined the Board on 1 October 2015.

**Thomas Hildebrandt**, associate professor, IT University of Copenhagen, born 1972.  
Resigned from the Board of Directors on 31 December 2015.

**Sebastian Büttrich**, special adviser, IT University of Copenhagen, born 1964.  
Resigned from the Board of Directors on 31 December 2015.

**Gabriele Zeizyte**, bachelor student, IT University of Copenhagen, born 1994.

**Vytautas Davidavicius**, bachelor student, IT University of Copenhagen, born 1981.

<b>Executive Management</b>	Mads Tofte, Vice Chancellor Jørgen Staunstrup, Provost (until 31 March 2015) Georg Dam Steffensen, University Director
<b>Auditors</b>	Rigsrevisionen (The Danish National Audit Office) St. Kongensgade 45 DK-1264 København K
<b>Institutional auditors</b>	Ernst & Young Godkendt Revisionspartnerselskab Osvold Helmuths Vej 4 P O Box 250 DK-2000 Frederiksberg

**Attorneys**

Andersen Partners Advokatpartnerselskab  
Jernbanegade 31  
DK-6000 Kolding

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Advokatfirmaet Poul Schmith  
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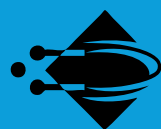
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NORDIA Advokatfirma I/S  
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**Bank**

Danske Bank A/S  
Holmens Kanal 2-12  
DK-1092 København K



**IT-Universitetet**  
i København

## 1.2 STATEMENT BY THE BOARD OF DIRECTORS AND THE EXECUTIVE MANAGEMENT

Today the Board of Directors and the Executive Management have discussed and approved the annual report of the IT University of Copenhagen.

The annual report has been prepared in accordance with Executive Order no. 598 of 8 March 2015 on Grants and Auditing etc., of Universities.

It is hereby stated:

1. That the annual report gives a true and fair view, i.e. the annual report does not contain any material misstatement or omissions, including adequate presentation and reporting of targets in the annual report,
2. That the transactions comprised by the financial reporting are consistent with appropriations granted legislation and other regulations as well as agreements entered into and general practice,
3. That business procedures have been established that ensure financially appropriate administration of the funds comprised by the annual report.

Copenhagen, 14 April 2016

### THE EXECUTIVE MANAGEMENT OF THE IT UNIVERSITY OF COPENHAGEN

Mads Tofte  
Vice Chancellor

Georg Dam Steffensen  
University Director

### THE BOARD OF DIRECTORS OF THE IT UNIVERSITY OF COPENHAGEN

Jørgen Lindegaard  
Chairman, External member

Annette Stausholm  
External member

Maria Rørbye Rønn  
External member

Lars Mathiesen  
External member

David Basin  
External member

Irina Shklovski  
Staff-elected member

Martin Kangas Christensen  
Staff-elected member

Gabriele Zeizyte  
Student elected member

Vytautas Davidavicius  
Student-elected member

## 1.3 INDEPENDENT AUDITOR'S REPORT

The Board of Directors of the IT University of Copenhagen has appointed Ernst & Young institutional auditors of the IT University of Copenhagen in accordance with section 28(3) of the Danish University Act. The Danish National Audit Office is responsible for the overall audit in accordance with the Danish Auditor General Act.

### INDEPENDENT AUDITORS' REPORT

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

We have audited the financial statements of the IT University of Copenhagen for the financial year 1 January – 31 December 2015, comprising income statement, balance sheet, statement of changes in equity, cash flow statement and notes, including accounting policies. The financial statements are prepared in accordance with the provisions of Executive Order No. 598 of 8 March 2015 on Grants and Auditing, etc., of Universities.

The Executive Management's review, the performance reporting on the Development Contract and the financial highlights have been reviewed but not audited.

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

Executive Management is responsible for the preparation of financial statements that give a true and fair view in accordance with Executive Order No. 598 of 8 March 2015 on Grants and Auditing etc. of Universities.

Executive Management is also responsible for such internal control that Executive 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 Executive 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 and additional requirements under Danish audit regulation and Danish auditing standards generally accepted in Denmark as regards public enterprises, cf. agreement on internal auditors at the universities concluded between the Minister for Higher Education and Science and the Auditor General in pursuance of section 9 of The Auditor General Act. This requires that we comply with ethical requirements, 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' judge



ment, 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 auditor considers the internal control relevant to the university's preparation of financial statements that give a true and fair view. The purpose is to design audit procedures that are appropriate in the circumstances, but not to express 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 Executive 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 2015 and of the results of its operations and cash flows for the financial year 1 January – 31 December 2015 in accordance with the provisions of Executive Order No. 598 of 8 March 2015 on Grants and Auditing, 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 Executive Management's review**

In accordance with Executive Order No. 598 of 08 March 2015 on Grants and Auditing etc. of Universities, we have read the Executive Management's review, the performance reporting on the Development Contract and the 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 Executive Management's review is consistent with the financial statements.

Frederiksberg, 14 April 2016

### **Ernst & Young**

Godkendt Revisionspartnerselskab  
CVR No.: 30 70 02 28

Peter Gath  
State Authorised Public Accountant

Margrethe B. Bergkvist  
State Authorised Public Accountant

## 2. OPERATING REVIEW

### 2.1 PRESENTATION

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

#### Mission

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

*The IT University of Copenhagen will create this value mainly via IT research and IT education.*

#### Vision

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

### 2.2 STRATEGY

The key elements of the strategy for 2012-2016 are:

1. The IT University of Copenhagen complies with its mission
2. Significant increase in research volume without compromising education volume
3. Careful allocation of resources
4. A great place to work

The overall strategy consists of sub-strategies for education, research, IT and communication.

The IT University of Copenhagen aims to increase the volume of IT research, cf. Section 2, for the following reasons. In 2011, 73,509 persons were employed in IT jobs in Denmark.<sup>1</sup> In 2011, the number of IT researchers at senior level within the primary IT research environments at Copenhagen Business School, Technical University of Denmark, the IT University of Copenhagen and the departments of computer science at the University of Copenhagen, Aalborg University and Aarhus University was 312 in total<sup>2</sup>. This is equivalent to approximately four researchers for every 1000 IT employee in Denmark. By comparison, the number of researchers (in total for all disciplines) in Denmark is 12.98 per 1000 in the workforce in 2011 and the EU average was 6.75 researchers per 1000 in the workforce in 2011<sup>3</sup>. The IT University of Copenhagen regularly refuses requests for research co-operation with public and private enterprises solely for capacity reasons. To increase the number of IT researchers the IT University of Copenhagen wants to increase the externally financed research and use this growth to increase the number of PhD students at the university and in this way increase the IT research capacity.

<sup>1</sup> The Danish Business Authority: *Employment patterns in information and communications technology*, March 2013.

<sup>2</sup> The figure is based on data from the heads of department in question.

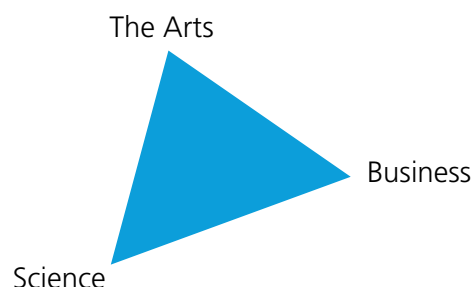
<sup>3</sup> Ministry of Higher Education and Science: *Denmark in an European research report 2014* (memorandum of 21 October 2014).

The situation is different with education. For the last 15 years, there has been such a significant increase in the number of IT study programmes and the number of IT graduates in Denmark that the unemployment figures for some of the Danish IT study programmes are quite high. It is a high priority for the IT University of Copenhagen to minimise imbalances between supply and demand within IT competences in Denmark. It is especially important for the IT University of Copenhagen to be able to guarantee the professional quality and not educate graduates for unemployment. The practical consequence of this is that many qualified applicants are refused admission at some of the university's study programmes. Conversely, the university is working to increase disciplines within areas with an unmet need for IT competences in the portfolio of research and education at the university.

## THE IT UNIVERSITY OF COPENHAGEN'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 constitute 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 of Copenhagen:



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

## Political reforms

The implementation of the Study Progress Reform required a great effort by employees and students but it went according to plan. At the beginning of the autumn term, only approximately 30 full-time students were not registered for as many ECTS as they are required to be under the Study Progress Reform. As stated in a later section, for the IT University of Copenhagen 2015 was a year with a record high number of MSc graduates and decreasing unemployment among graduates. It would be a simplification to give the Study Progress Reform the credit for this positive development but it is still a fact that the Study Progress Reform has not at this time resulted in fewer graduates or increased graduate unemployment at the IT University of Copenhagen.

The other major political reform in 2015, the adjustment of student intake in higher education programmes, involved a minor reduction of student admission on two of the University's IT study programmes.

## THE IT UNIVERSITY OF COPENHAGEN'S VIEW ON THE IDEAL IT EDUCATION IS AS FOLLOWS:

At the IT University of Copenhagen, the ideal study programme fulfils the following requirements:

- It attracts a large number of highly qualified students
- The scientific content as well as the teaching is world class
- The education provides the student with qualifications, which are in high demand in the labour market.

The principle stated above has decisive consequences for the study programmes offered at the IT University of Copenhagen. Only by attracting a large number of highly qualified students, is the IT University of Copenhagen able to educate a sufficient number of graduates for Danish private and public organisations. Only via continuous development of the ability of the organisation to design the best study programmes and its ability to provide the best teaching is it possible to achieve the target of world-class scientific content and teaching. The third element in this principle should be understood to mean that the IT University of Copenhagen has an obligation to ensure that everyone who graduates from the University has a "ticket to the labour market" in the sense that they have acquired deep and durable insight as well as competences which are currently demanded in the labour market.

In 2015, the IT University of Copenhagen has developed a new quality policy with quality standards for all three elements above: Admittance, teaching and learning as well as relevance. The university has, for example, introduced quality standards for research coverage of education and for research-based education. Furthermore, an annual cycle has been developed for the quality work, which through one hundred processes continuously works with the further development

of quality. The annual cycle describes ownership, duration and information flow for all processes with emphasis on developing a system, which embeds powers and responsibility very close to the individual study programme. Many of the (quality) processes described in the annual cycle have been tested in the organisation in 2015 and the processes have been adjusted regularly based on this.

In order to be able to ensure progression in the structuring of the research and education, the IT University of Copenhagen has in 2015 introduced rolling four-term plans for recruitment of scientific staff.

During 2015, the IT University of Copenhagen has initiated the establishment of the new system of employers' panels. Two types of employers' panels are set up: Seven programme-specific panels and one executive-level panel. The IT University of Copenhagen has 10 study programmes, and some of the programme-specific panels will therefore cover two study programmes. Each of the programme-specific panels will prepare an annual report on the relevance of the programmes which it covers. These reports will serve as input for the executive-level employers' panel, which will consider the balance in size of the various programmes in the university's total portfolio from a demand perspective. During 2015, the seven programme-specific employers' panels were set up with a total of 81 members, cf. Appendix 3, and six of the seven panels managed to meet at least once. The executive-level panel will start its work in 2016.

In 2015, the IT University of Copenhagen has developed a concept for student evaluations of student projects and entire study programmes. The evaluations will be implemented in 2016.

In 2015, the IT University of Copenhagen has changed the management reporting within the study programmes so that it corresponds to the new quality policy and supports heads of study programmes and heads of sections in the exercise of their increased responsibility under the new policy. Preliminary examinations have been made of the acquisition of a Business Intelligence framework system, which will provide heads of study programmes, and heads of sections with IT support so that they can themselves extract management information when needed.

Finally, in 2015 the IT University of Copenhagen has introduced external evaluations of two MSc Programmes, Software Development and Games, and simultaneously revised the concept for evaluation of study programmes.

Overall, the work with systematic quality assurance and quality has been a focus area for the entire year.

## 2.3 THE WORK OF THE BOARD OF DIRECTORS

In 2015, the Board of Directors appointed professor David Basin, ETH Zürich, and CEO Lars Mathiesen, Frost Management, as new members. For the elected seats, Irina Shklovski and Martin Kangas Christensen were elected. At the beginning of 2016, the Board of Directors thus include Jørgen Lindegaard (chairman), Annette Stausholm, David Basin, Maria Rørbye Rønn, Lars Mathiesen, Martin Kangas Christensen, Irina Shklovski, Gabriele Zeizyte and Vytautas Davidavicius.

In 2015, the Board of Directors has discussed the expansion of the university's research and education within areas with particularly significant unmet needs in the Danish society. Among other things, the Board of Directors have decided that an effort should be made to double the volume of the BSc programme in Software Development over a number of years, if funding can be obtained, with associated growth in the research environment.

## 2.4 DEVELOPMENT CONTRACT

On 8 January 2015, the IT University of Copenhagen concluded a Development Contract for 2015-2017 with the former Minister for Higher Education and Science. The general themes in the Development Contract are:

- Better quality in education
- More relevance and increased transparency
- Improved coherence and co-operation
- Increased internationalisation
- Increased social mobility – more talent at play
- More externally funded research
- More PhD students
- More scientific publications.

The first five themes were defined by the Minister for Higher Education and Science while the last three themes were based on the strategy of the IT University of Copenhagen for the period 2012-2016. Within the eight themes, an agreement has been concluded with the Minister for Higher Education and Science on 12 targets. Please refer to section 4.1 regarding target achievement.

The Minister for Higher Education and Science has asked the IT University of Copenhagen to prepare an addendum to the current Development Contract in 2016 with inclusion of Increased regional knowledge co-operation as a new obligatory theme. The new obligatory theme replaces the above-mentioned theme on increased social mobility – more talent at play. This means that there is no requirement for reporting on Increased social mobility – more talent at play in 2015. The IT University of Copenhagen has chosen to report on the target within this theme in the annual report 2015.

## 2.5 FINANCIAL RESULT 2015

The financial result for the year is shown in table 1. The table shows an extraordinarily high profit of DKK 20.6 million in 2015.

The main reason for this is that the IT University of Copenhagen has concluded a settlement agreement with the Danish Building and Property Agency on the repayment of rent regarding previous financial years of DKK 11.4 million, which has been recognised as income in 2015. At the same time, a new rent agreement has been concluded with the Danish Building and Property Agency. This has resulted in a reduction of rent costs of DKK 7.5 million in 2015.

The result of ordinary activities before recognising the consequences of the settlement agreement concluded with the Danish Building and Property Agency, is DKK 0.2 million, which can be compared to a result of ordinary activities of DKK -2.2 million in 2014. The changes are primarily due to an increase in government grants, while ordinary activities have remained at the same level as in 2014.

Finally, the IT University's securities portfolio contributes positively to the profit for the year by a net return of DKK 1.8 million.

The deviation between the budgeted and the realised income of DKK 273.4 and 283.3 million, respectively, is primarily due to the following:

- Revenue from external research funding was DKK 8.8 million lower than budgeted
- The IT University of Copenhagen concluded a settlement agreement of DKK 18.9 million with the Danish Building and Property Agency, which was recognised as income in 2015.

The primary reason for deviations between the budgeted and the realised costs of DKK 275.2 and 262.7 million, respectively, was that staff costs were DKK 12.9 million lower than budgeted due to lower revenue from external research funding and due to vacancies at the Department and in the administration.

**TABLE 1: Financial result of the year (DKK 1,000)**

	Realised 2013	Realised 2014	Realised 2015	Budget 2015	Budget 2016
Income	261,913	262,129	283,263	273,374	262,423
Costs	257,525	262,032	262,709	275,173	271,942
Profit/loss	4,387	97	20,554	-1,799	-9,519
Equity at 31 December	48,464	48,561	69,115	46,762	59,596

## 2.6 SCIENTIFIC PERFORMANCE FOR THE YEAR

### RESEARCH

There has been much positive attention on the IT University of Copenhagen's research in 2015, inter alia through the award of prizes and recognitions, growth in projects in co-operation with private sector enterprises and, very pleasantly, significant growth in inventions and patents for which applications for registration have been filed. The greatest disappointment has been that the externally funded research did not grow as planned. A brief status on the major areas in the research strategy is described below.

#### 1. Strengthening of reputation

A number of researchers have received prizes for their research contribution. Professor Pernille Kræmmergaard has won first prize in "2015 Society for Information Management (SIM) Academic Paper Competition". The article investigates the role of digitalisation at LEGO. In a German ranking, Professor Roman Beck achieved a prestigious place among the best professors in "Business Administration". He was ranked no. 22 in the category for researchers less than 40 years old and no. 86 out of 2000 researchers in the category "Overall Research Performance". Associate Professor Brit Winthereik received recognition for being one of the leading persons in Danish research and innovation in the report "Mapping Danish Research on Research and Innovation", which is prepared by the Danish Agency for Science, Technology and Innovation.

There has been a significant growth in the number of Bibliometric Research Indicator points (BFI points), which are calculated by Danish Agency for Science, Technology and Innovation with almost one year's delay. 261 points have been calculated for 2014, cf. table 2. The 261 BFI points by far exceeded the target of 180 in the Development Contract for 2014 and there has been an increase of 37 per cent compared to the points earned for 2013. However, there has been a decline in the number of peer-reviewed publications from 290 in 2014 to 231 in 2015. 2014 was a year with exceptionally many peer-reviewed publications.



Many research results have found their way to the news media, for example contributions on research which show how IT plays a role for the development of enterprises and organisations, the role of social media in the public debate, computer games and security. Furthermore, the IT University of Copenhagen has held a number of well-attended research lectures within especially "big data", security and democracy.

The IT University of Copenhagen has implemented a local policy for research integrity based on "The Danish Code of Conduct for Research Integrity". Part of the implementation is a local ethics committee, which helps researchers with ethical challenges. Similarly, the IT University of Copenhagen has adopted an "Open Access" policy inspired by the national policy within this area.

## **2. Increase in external research funding**

There has been a negative trend in the attraction of external research funding in 2015 with respect to EU funds as well as funds from Danish sources. The target in the Development Contract is to spend DKK 650,000 per full-time senior researcher equivalent (associate professor and professor) but unfortunately, only DKK 499,673 was spent per full-time senior researcher equivalent corresponding to a target achievement of 77 per cent.

For several years, there have been problems achieving the targets for the external research funding and the measures taken have not had the necessary effect. This has been one of the reasons that the IT University of Copenhagen introduced a performance model for the researchers in 2015. The model includes the average expectations from the researches with respect to teaching and research, including consumption of external research funding. The Board of Directors and the Executive Management expect that in 2016 and onwards the Department will reallocate resources from areas, which are less successful in respect of consumption of external research funding to areas, which are more successful.

It is very positive that Associate Professor Rasmus Ejlers Møgelberg was awarded the very prestigious "Young Investigator" grant from VILLUM FONDEN (Villum Foundation) at the end of the year.

### 3. Contribution of valuable research

A new research group, "Technology Innovation Management and Entrepreneurship" was established in 2015. The group is headed by Professor Roman Beck. The rationale behind the establishment of the group is that IT changes business everywhere in society and there is a need for understanding these fundamental changes to be able to cope with future challenges and grasp the opportunity to use them to create more value in society. The IT University of Copenhagen have great expectations to the impact of the contribution from the research group, especially in the financial sector. For example, the research group has a much-read column on digital currency.

In the Consolidator project supported by the European Research Council (ERC), Professor Rasmus Pagh focuses on aspects of size and speed in Big Data. His work consists in organising data and enabling effective search in large data volumes by constructing algorithms, which identify patterns in these data.

The DemTech project, which conducts research into reliable technology for e-elections, continues to attract attention from central players in Denmark and internationally, for example Estonia. In addition, the project has contributed with certification of the use of IT in connection with elections.

The CLyDE project, which is headed by Associate Professor Philippe Bonnet and funded by The Danish Council for Independent Research – Technology and Production (FTP), has developed a new form of programmable storage devices, which are now part of the operating system Linux. The project has resulted in three patent applications. An American start-up company has opened a branch in Copenhagen and employed one of the former PhD students from the project. Another PhD graduate from the project has been employed postdoc at Harvard University.

The new ETHOS Lab was officially opened in the spring of 2015. The ETHOS Lab is an interdisciplinary technical-humanistic lab where work is carried out to visualise large data volumes based on ethnographical methods. Together with external organisations, the purpose is to create partnerships, which bring research out of the university and external knowledge into the university.

There has been a positive growth in co-operation projects with enterprises from 11 in 2014 to 14 in 2015. It is also very positive that there has been a large growth in the number of registered inventions from three in 2014 to 11 in 2015. Furthermore, four patent applications have been submitted in 2015 compared to one application in 2014.

#### 4. Development of a number of strategic areas

At the end of 2015, the IT University of Copenhagen has three strategic research initiatives: Energy Futures, Critical Systems and DECIDIS. It is expected that a new and fourth initiative will be started in 2016.

DECIDIS conducts research into the social and cultural changes of democracy and co-citizenship in the digital society. The initiative has, among other things, produced a report to the Ministry of Culture with the title "Media Literacy i en dansk kontekst" (Media literacy in a Danish context). The purpose of the report was to identify central elements that are particularly relevant when assessing the level of media literacy in the Danish population.

The Critical Systems initiative conducts research into technology-based, data-driven decision procedures in systems that are critical for society such as payment systems, elections, trade and infrastructure. The initiative has started many activities such as a well-attended series of open lectures on subjects such as data security, "big data" and "e-voting" and it has attracted external grants from Qatar National Research Foundation, Danish Council for Independent Research and, together with the University of Copenhagen, the Carlsberg Foundation.

At Energy Futures, computer scientists, media, communication and social science researchers and interaction designers work together on prototypes of a number of possible future scenarios with fossil-free energy. The largest project within Energy Futures is Alien Energy, where an analysis is carried out of the effect of green energy initiatives different places in Europe (Denmark, Iceland, the Orkney Islands and Scotland). The focus of the project is on how green energy creates and changes relations between people, technology and nature.

#### 5. Strengthening of the PhD School

14 new PhD students were admitted at the PhD School in 2015 and 13 PhD students graduated.

Several students at the PhD School have attracted favourable notice. At the end of 2015, one of the PhD students at the IT University of Copenhagen, Stefan Stanciulescu, was awarded "EliteForsk-rejsestipendier 2016" (EliteForsk travel scholarships 2016) by the Danish Agency for Science, Technology and Innovation. The scholarship has a value of DKK 200,000. Industrial PhD Christian Østergaard Madsen won the award "Outstanding Paper" at the conference EGOV 2015 on digital public administration. The winning article is about the citizens' choice of methods for contacting public authorities.

The Head of PhD School has improved the School's process for employing PhD students. Previously, there were only two annual advertisements but from 2015, the process is more flexible with the possibility of ad hoc advertisements. This means that the PhD School is able to employ students more quickly for externally funded research projects. The PhD School has adopted a set of rules for providing guidance for PhD students. It is thus more transparent what kind of guidance the students can expect.

The above examples are only a small sample of the research at the IT University of Copenhagen but it presents a picture of a dynamic, recognised, growing and vibrant research environment. This development takes place at the same time that the high education volume is maintained as stated in the general strategy for the IT University of Copenhagen.

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

	2011	2012	2013	2014	2015
Number of admitted PhD students	15	16	11	17	14
Approved PhD theses	8	11	22	12	13
PhD students (full-time equivalents)	53	49	42	38	35
VIP: Assistant professors, associate professors and professors (full-time equivalents)	50	53	53	69	72
Number of publications (peer-reviewed )	209	205	267	290	231
Publication points	114	159	190	261	*

Note: As from 2012, the number of publications (peer-reviewed) has been calculated using a new method.

\*Unfortunately, the figures from the Danish Agency for Science, Technology and Innovation were not available at the completion of the Annual Report.

## EDUCATION

The number of BSc and MSc graduates was record high once again in 2015, cf. table 3. The number of MSc graduates has thus increased by 64 per cent since 2011 where the number was 247. The main reason is that the IT University of Copenhagen increased the number of MSc students admitted significantly in 2012 and 2013. At the same time, the completion rate for MSc students increased from 2014 to 2015. An important reason for the increase in the number of BSc graduates from 2014 to 2015 was the increased number of BSc students admitted three years ago in 2012 where 218 students were admitted.

Two of the study programmes at the IT University of Copenhagen have been allocated a minor reduction of 18 admitted students in 2015 by the Danish Ministry of Higher Education and Science. The IT University of Copenhagen has planned to admit students according to this reduction of student intake and has achieved this target. In addition, the IT University of Copenhagen has made a reduction of the budgeted number of students admitted on the MSc Study Programme in Games from 70 to 50 students.

The average unemployment rate measured 4-7 quarters after completion of the MSc study programmes has decreased by 4.3 percentage points to 10.7 per cent.

**TABLE 3: Applicants, admitted and enrolled students, full-time student equivalents, graduates and completion times**

	2011	2012	2013	2014	2015
Applicants for the MSc study programmes	1,076	1,297	1,269	1,416	1,691
Admitted MSc students	417	491	472	441	412
Enrolled MSc students	1,094	1,220	1,269	1,254	1,133
Graduated MSc student	247	276	324	368	405
Completion time, MSc students (years)	2.5	2.6	2.6	2.6	2.6
Applicants for the bachelor study programmes*	899	1,067	1,082	1,089	999
Admitted bachelor students	213**	218**	208**	239	215
Enrolled bachelor students	508	601	625	661	652
Graduated bachelor student	25	78	136	139	162
Completion time, bachelor students (years)	2.8	2.8	2.8	2.8	2.8
Number of full-time student equivalents	916	1,118	1,261	1,244	1,271
Admitted master's/diploma students	105	118	137	146	121
Enrolled master's /diploma students	644	661	727	815	689
Number of full-time student equivalents obtained by part-time students	130	122	125	111	105

Note: Full-time student equivalents are calculated at 31 August. Students and graduates are state at 30 September. The completion time, which is 31 months, corresponding to 2.6 years for MSc students, 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. The same method is used for bachelors whose median for number of study months commenced is 34 months.

\* Applicants comprise first-choice applicants as well as second-choice and other applicants. Therefore, the number of applicants cannot immediately be compared with the number of bachelor students admitted.

\*\* The figure deviates from the Statistics of Universities Denmark, which only show the number of students admitted via the Danish Coordinated Admission System (KOT).

## 2.7 EXPECTATIONS FOR NEXT YEAR

With respect to the quality work within education, 2016 is expected to be characterised by institution accreditation and by all parties involved in the quality policy practising the processes described in the policy. During the year, there is also expected to be increased IT support of online management information for especially heads of study programmes and heads of sections.

Within research, it has been necessary to downgrade the expectations for external research funding in relation to the targets in the Development Contract due to reduction in appropriations for the research councils and Innovation Fund Denmark. Still, the target is to increase the volume of external research funding attracted by the university per senior researcher.

The IT University of Copenhagen wants to meet the business' demand for IT skills. The IT University of Copenhagen therefore plans to increase the admission of students to existing study programmes from the autumn 2016 and prepares to provide a new IT study programme in 2017 if it is approved by the Ministry of Higher Education and Science. At the same time, the university will invest in a reinforcement of its position within research including the purpose of being able to attract more external research funding from Danish and foreign sources.

The Board of Directors has approved a budget in which funds from the university's equity is applied for the above activities. This means that the budget for 2016 shows a deficit of DKK 9.5 million, which will result in an equity at 31 December 2016 of DKK 59.6 million.

## 3. FINANCIAL STATEMENTS

### 3.1 APPLIED ACCOUNTING POLICIES

#### **Basis of accounting**

The annual report for the IT University of Copenhagen has been prepared in accordance with Executive Order no. 598 of 8 March 2015 on Grants and Auditing, etc., of Universities.

The accounting policies have been adjusted to "Vejledning om årsrapport for statslige institutioner 2015" (Guidelines on annual report for government institutions) issued by the Agency for the Modernisation of Public Administration. This means that the IT University of Copenhagen transitions from an income statement based on purposes to an income statement based on type of expenditure in the annual report for 2015.

The comparative figures for 2014 have been adjusted to the income statement based on type of expenditure as far as it is relevant.

The remaining accounting policies are consistent with those of previous years.

Income and costs based on purpose are still shown in the section on financial highlights and follow the definition manual from the Statistics of Universities Denmark and "Vejledning om hovedområde- og formålsfordeling af universiteternes omkostninger" (Guidelines on classification by main area and objective of the costs of the universities) issued by the Ministry of Higher Education and Science in December 2012.

#### **Recognition and measurement**

Assets are recognised in the balance sheet when it is probable that future economic benefits will flow to the university and the value of the asset can be reliably measured.

Liabilities are recognised in the balance sheet when an outflow of economic benefits is probable and when the liability can be reliably measured.

On initial recognition, assets and liabilities are measured at cost. Subsequently, assets and liabilities are measured as described below for each individual item.

In recognising and measuring assets and liabilities, probable economic benefits and liabilities occurring prior to the presentation of the annual report that evidence conditions existing at the balance sheet date are taken into account.

#### **Foreign currency translation**

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



**Corporation tax and deferred tax**

The IT University of Copenhagen is not liable to pay tax.

**INCOME STATEMENT****ITEMS OF INCOME****General matters**

The income of the IT University of Copenhagen includes government grants for basic research, grants per student and operating income from the ordinary government appropriation. In addition, the university receives donations and grants, income from cooperation agreements, student fees from part-time programmes and income from other commercial activities.

**Government grants**

The IT University of Copenhagen is entitled to government grants, and the grants to the university are disclosed in the Finance and Appropriation Act. Grants are recognised as income in the period to which they relate.

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

**External grants and donations**

Grants and commitments, including income from cooperation agreements subject to conditions of use by the grantor, are recognised as income as the costs are paid.

Grants that are not subject to conditions are recognised as income at the time of receipt.

**Financial income**

Financial income comprises return in the form of interest and dividend from investments in shares, bonds and investment fund shares as well as value adjustments of securities recognized at the quoted price of the individual securities at the balance sheet date.

**Tuition fees for part-time programmes, other commercial activities and rental income**

The income is recognised in the period to which it relates.

**Costs**

Costs include external costs incurred for the activities of the year. Costs comprise staff costs, consumables, services, insurance premiums, maintenance costs and other operating costs of running the university.

## BALANCE SHEET

### Intangible assets

Software is capitalised when it is vital to the task handling of the university, and when its size and useful life are significant.

Only costs related to the development process and which result in a real increase in value are capitalised. Costs incurred during the initial phase and the phases of operation are recognised as expense.

Software is measured at cost less accumulated amortisation. Amortisation is provided on a straight-line basis over the expected useful lives of the assets from the date when the assets are available for use. The expected useful life is five years.

### Property, plant and equipment

IT and AV equipment, machinery, tools and equipment as well as leasehold improvements are measured at cost less accumulated depreciation.

Cost comprises the purchase price and any costs directly attributable to the acquisition as well as costs for preparing the assets for use.

Depreciation is provided on a straight-line basis over the expected useful lives of the assets. The expected useful lives are as follows:

IT and AV equipment	3 years
Machinery, IT systems, tools and equipment	5 years
Leasehold improvements	10 years

Assets with a cost of less than DKK 100,000 per item are expensed in the year of acquisition. For this purpose, the IT University of Copenhagen does not aggregate assets.

## **Investments**

### **Investments in subsidiaries**

Entities in which the university holds the majority of the votes or in some other way exercises control are considered subsidiaries. Investments in subsidiaries are recognised and measured at cost.

### **Impairment write-downs**

The carrying amount of intangible assets, property, plant and equipment and financial assets is subject to an annual test for indications of impairment. Impairment losses are recognised in the income statement.

### **Securities**

Securities comprise investments in bonds, shares and investment fund shares that are recognized in accordance with the quoted price of the individual securities at the balance sheet date, including accrued interest.

### **Collections and works of art**

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

### **Receivables**

Receivables are measured in the balance sheet at nominal value less write-down for bad debt losses. Write-down for bad debt losses is based on an individual assessment of receivables.

### **Externally funded activities in progress**

On an ongoing basis, the IT University of Copenhagen enters into agreements with businesses, public institutions and private organisations on research activities. The activities funded by the grantor are set out in the agreements. To the extent that the IT University of Copenhagen incurs costs for activities that are funded under the agreements, but for which the grants have not yet been paid, the grants to which the IT University of Copenhagen has obtained a right are recognised as receivables from externally funded activities in progress.

Grants received, covering costs that have not yet been paid, are recognised as prepaid restricted grants.

The IT University of Copenhagen charges a fee to cover overhead costs related to grant activities. The fee is recognised as income as the grants are used.

Provision for bad debt losses is made on the basis of an individual assessment of the individual externally funded activities in progress and as a general provision for unforeseen losses. The provision is set off against receivables from externally funded activities.

### **Prepayments and deferred income**

Prepayments comprise costs incurred concerning subsequent financial years. Prepaid costs relate to rent, insurance premiums, subscriptions and prepaid wages and salaries, etc.

Deferred income comprises payments received concerning income in subsequent years.

### **Liabilities**

Liabilities other than provisions are measured at amortised cost, which is in all material respects equivalent to the nominal value.

### **Provisions**

Provisions are recognised when, as a result of past events, the university has a legal or a constructive obligation and it is probable that there may be an outflow of resources embodying economic benefits to settle the obligation.

### **Contingent liabilities**

Contingent liabilities include liabilities related to leases and pending litigation against the university that the university will most likely not have to settle.

## CASH FLOW STATEMENT

The cash flow statement shows the university's cash flows from operating, investing and financing activities for the year, the year's changes in cash and cash equivalents as well as the university's cash and cash equivalents at the beginning and end of the year. The cash flow statement cannot be derived solely from the published accounting records.

### Cash flows from operating activities

Cash flows from operating activities are calculated as the surplus for the year adjusted for non-cash items, such as depreciation, amortisation and impairment losses, as well as changes in working capital, interest received and interest paid. Working capital comprises current assets, excl. cash and cash equivalents less current liabilities other than provisions.

### Cash flows from investing activities

Cash flows from investing activities comprise cash flows from acquisitions and disposals of intangible assets, property, plant and equipment and investments.

## SEGMENT INFORMATION

Presentation of income, staff costs and operating costs follow the public sector chart of accounts.

## FINANCIAL HIGHLIGHTS

Financial highlights are prepared in accordance with section 2(10) of Executive Order on Grants and Auditing. The IT University of Copenhagen uses the definition manual for the statistics of Universities Denmark.

Costs based on purposes follow "Vejledning om hovedområde- og formålsfordeling af universiteternes omkostninger" (Guidelines on classification by main area and purpose of the costs of the universities) issued by the Ministry of Higher Education and Science in December 2012. An effort is made to ensure that as many of the university's costs as possible are attributed directly to professional purposes, i.e. education, research as well as communication and exchange of knowledge. Costs which cannot be attributed to these categories are classified by means of sharing keys.

## 3.2 INCOME STATEMENT

Note		2015 DKK'000	2016 DKK'000
1	Government grants	219,669	215,674
2	Tuition fees	9,882	10,841
3	External research funding	26,952	27,953
4	Rent settlement agreement with the Danish Building & Property Agency	18,947	0
	Other income	6,002	5,398
	<b>Total income</b>	<b>281,452</b>	<b>259,866</b>
5	Staff costs	157,045	159,488
6	Depreciation, amortisation and impairment losses	1,927	1,729
7	Other ordinary operating costs	103,735	100,814
	<b>Total ordinary operating costs</b>	<b>262,707</b>	<b>262,031</b>
	<b>PROFIT/LOSS FROM ORDINARY ACTIVITIES</b>	<b>18,745</b>	<b>-2,165</b>
8	Financial income	1,811	2,263
9	Financial expenses	2	1
	<b>Total financial income and expenses</b>	<b>1,809</b>	<b>2,262</b>
	<b>PROFIT/LOSS FOR THE YEAR</b>	<b>20,554</b>	<b>97</b>

	2015 DKK 1'000	2016 DKK 1'000
<b>DISTRIBUTION OF PROFIT</b>		
Predisposed to retained earnings	20,554	97
<b>Total distribution of profit</b>	<b>20,554</b>	<b>97</b>

### 3.3 BALANCE SHEET AT 31 DECEMBER

Note		2014 DKK'000	2013 DKK'000
	Software	4,059	3,719
<b>10</b>	<b>Total intangible assets</b>	<b>4,059</b>	<b>3,719</b>
	Leasehold improvements	247	290
	IT equipment	1,198	1,633
	Fixtures and fittings, tools and equipment	35	49
<b>10</b>	<b>Total property, plant and equipment</b>	<b>1,480</b>	<b>1,972</b>
	Investments in subsidiary	5,000	5,000
<b>11</b>	<b>Total investments</b>	<b>5,000</b>	<b>5,000</b>
	<b>TOTAL NON-CURRENT ASSETS</b>	<b>10,539</b>	<b>10,691</b>
	Trade receivables	6,660	5,121
	Receivables from externally funded activities	3,063	6,043
	Other receivables	1,937	1,922
	Prepayments	1,438	1,844
	<b>Total receivables</b>	<b>13,098</b>	<b>14,930</b>
	Securities portfolio	106,997	90,236
	Cash and cash equivalents	26,939	18,599
	<b>Total cash</b>	<b>133,936</b>	<b>108,835</b>
	<b>TOTAL CURRENT ASSETS</b>	<b>147,034</b>	<b>123,765</b>
	<b>TOTAL ASSETS</b>	<b>157,573</b>	<b>134,456</b>



## EQUITY AND LIABILITIES AT 31 DECEMBER

Note		2015 DKK'000	2014 DKK'000
	Equity at 1 January	48,561	48,464
	Retained surplus	20,554	97
	<b>Total equity and liabilities</b>	<b>69,115</b>	<b>48,561</b>
12	Provision for re-establishment	2,798	2,782
	<b>Total Provisions</b>	<b>2,798</b>	<b>2,782</b>
	Trade payables	19,041	9,062
	Holiday allowance	20,532	21,570
13	Other payables	9,191	9,848
	Prepaid restricted contributions	12,799	20,127
	Prepaid government grants	23,917	22,506
	Other prepayments	180	0
	<b>Total short-term liabilities</b>	<b>85,660</b>	<b>83,113</b>
	<b>TOTAL EQUITY AND LIABILITIES</b>	<b>157,573</b>	<b>134,456</b>

- 14 Mortgages and collateral
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### 3.4 CASH FLOW STATEMENT 1 JANUARY TO 31 DECEMBER

#### CASH FLOW STATEMENT 1 JANUARY TO 31 DECEMBER

Note		2015 DKK'000	2014 DKK'000
	<b>Profit/loss for the year</b>	20,554	97
6	Depreciation, amortisation and impairment losses	1,927	1,729
	Change in provisions	16	-49
	<b>Reversal of items with no cash flow effect</b>	<b>1,943</b>	<b>1,680</b>
	Change in receivables	1,833	129
	Change in current liabilities	2,546	-16,272
	<b>Change in working capital</b>	<b>4,379</b>	<b>-16,143</b>
	<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>	<b>26,876</b>	<b>-14,366</b>
10	Purchase and sale of intangible assets and property, plant and equipment	-1,775	-2,980
11	Purchase and sale of investments	0	-5,000
	<b>Cash flows from investing activities</b>	<b>-1,775</b>	<b>-7,980</b>
	Purchase and sale of securities	-16,761	-2,212
	<b>Cash flows from financing activities</b>	<b>-16,761</b>	<b>-2,212</b>
	<b>CHANGES IN CASH AND CASH EQUIVALENTS</b>	<b>8,340</b>	<b>-24,558</b>
	Cash and cash equivalents at 1 January	18,599	43,157
	<b>CASH AND CASH EQUIVALENTS AT 31 DECEMBER</b>	<b>26,939</b>	<b>18,599</b>

## 3.5 NOTES TO THE FINANCIAL STATEMENTS

### 1. GOVERNMENT GRANTS

	2015 DKK'000	2014 DKK'000
Full-time education	117,583	116,040
Part-time education	4,030	4,800
Exchange students	470	278
Efficiency improvements	-2,973	-2,972
Free university places and scholarships	1,886	504
Completion bonus	11,253	9,820
Research	88,254	87,860
Other purposes	-834	-656
<b>Total government grants</b>	<b>219,669</b>	<b>215,674</b>

### 2. TUITION FEES

	2015 DKK'000	2014 DKK'000
Participants in part-time education	9,008	9,496
Other Tuition fees	874	1,345
<b>Tuition fees in total</b>	<b>9,882</b>	<b>10,841</b>

### 3. EXTERNAL RESEARCH FUNDING

	2015 DKK'000	2014 DKK'000
Danish public research funding	18,464	18,313
EU research funds	5,385	6,128
Private research funds	2,855	3,500
Other research funds	248	12
<b>Total external research funding</b>	<b>26,952</b>	<b>27,953</b>

#### 4. RENT SETTLEMENT AGREEMENT WITH THE DANISH BUILDING AND PROPERTY AGENCY

	2015 DKK'000	2014 DKK'000
Consequences of rent settlement agreement	18,947	0
<b>Rent settlement agreement with the Danish Building and Property Agency, in total</b>	<b>18,947</b>	<b>0</b>

In May 2015, the IT University of Copenhagen conclude a settlement agreement with the Danish Building and Property Agency for repayment of rent of DKK 11,446 thousand regarding 2013 and 2014. In addition, a new rent contract has been concluded as part of the settlement agreement. This reduced the rent by DKK 7,500 thousand in 2015.

#### 5. STAFF COSTS

	2015 DKK'000	2014 DKK'000
Wages and salaries	158,044	162,900
Refund of wages and salaries	-1,879	-4,396
Other staff costs	880	985
<b>Total staff costs</b>	<b>157,045</b>	<b>159,489</b>

#### 6. DEPRECIATION/AMORTISATION AND IMPAIRMENT LOSSES

	2015 DKK'000	2014 DKK'000
Depreciation/amortisation and impairment losses	1,927	1,729
<b>Total depreciation/amortisation and impairment losses</b>	<b>1,927</b>	<b>1,729</b>

#### 7. OTHER ORDINARY OPERATING COSTS

	2015 DKK'000	2014 DKK'000
Rent	41,656	41,279
Other ordinary operating costs	62,079	59,535
<b>Total ordinary operating costs</b>	<b>103,735</b>	<b>100,814</b>

## 8. FINANCIAL INCOME

	2015 DKK'000	2014 DKK'000
Return on securities portfolio	1,811	2,255
Other financial income	0	8
<b>Total financial income</b>	<b>1,811</b>	<b>2,263</b>

## 9. FINANCIAL EXPENSES

	2015 DKK'000	2014 DKK'000
Other financial expenses	2	1
<b>Total financial expenses</b>	<b>2</b>	<b>1</b>

## 10. FIXED ASSET NOTE

	Software DKK'000	Lease- hold improve- ments DKK'000	IT equip- ment DKK'000	Fixtures and fittings, tools and equip- ment DKK'000	Total DKK'000
Purchase price at January 1	5,545	430	7,641	701	14,316
Additions during the year	1,181	0	593	0	1,775
Disposals during the year	0	0	-929	0	-929
<b>Purchase price at 31 December</b>	<b>6,726</b>	<b>430</b>	<b>7,305</b>	<b>701</b>	<b>15,162</b>
Accumulated depreciation/amortisation and write-downs at 1 January	1,825	140	6,007	653	8,625
Depreciation/amortisation and write-downs for the year	841	43	1,029	14	1,927
Reserved depreciation/amortisation for the year	0	0	-929	0	-929
<b>Accumulated depreciation/amortisation and write-downs at 31 December</b>	<b>2,666</b>	<b>183</b>	<b>6,107</b>	<b>667</b>	<b>9,623</b>
<b>Carrying amount at 31 Decembe</b>	<b>4,059</b>	<b>247</b>	<b>1,198</b>	<b>35</b>	<b>5,539</b>

## 11. INVESTMENTS

	2015 DKK'000	2014 DKK'000
Equity investments in ITU Business Development A/S	5,000	5,000
<b>Total equity investment in subsidiary</b>	<b>5,000</b>	<b>5,000</b>

## 12. STATEMENT OF CHANGES IN EQUITY

	2015 DKK'000	2014 DKK'000
Accumulated retained earnings at the beginning of the year	48,561	48,464
Retained earnings for the year	20,554	97
<b>Total equity and liabilities</b>	<b>69,115</b>	<b>48,561</b>

## 13. OTHER PAYABLES

	2015 DKK'000	2014 DKK'000
Performance pay	1,258	1,485
Fixed-term employment	1,034	1,346
Wages and salaries payable	3,269	3,483
Auditors	126	165
Print payable, students	120	114
VAT payable	3	2
Deposits	1,164	1,039
Other payables	2,217	2,214
<b>Total other payables</b>	<b>9,191</b>	<b>9,848</b>

## 14. MORTGAGES AND SECURITY

The IT University of Copenhagen has not provided any mortgages or collateral.

## 15. CONTRACTUAL OBLIGATIONS

In May 2015, the IT University of Copenhagen concluded a rent agreement with the Danish Building and Property Agency. The rent agreement replaced rent agreement of 10 May 2001 with various addenda. Section 60(1) of the Danish Business Lease Act applies to the lessee's conditions. As a main rule, the lease can only be terminated in its entirety. The period of notice is six months for removal on the first day of a month.

## 16. CONTINGENT LIABILITIES

For 21 co-funded PhD students of a total of 39 PhD students, the IT University of Copenhagen guarantees payment of the students' salaries for the 3-year or 4-year period in which their employment contracts are non-terminable by the university. The liability may become relevant if the payroll costs are not covered by companies or institutions with which education agreements have been concluded.

The IT University employs one public servant, which means that the university is under obligation to provide redundancy payment for 36 months in case of dismissal. The redundancy payment cannot exceed DKK 2,289 thousand.

The IT University of Copenhagen is comprised by the government self-insurance principle and has taken out liability insurance for members of the Board of Directors and Executive Management.

## 17. STAFF ACCOUNTS

	2015	2014	2013	2012
Full-time equivalent	310	322	307	284
Number of persons	568	550	531	497
New employments	283	358	320	286
Resignations	287	314	301	276

## 18. SEGMENT INFORMATION

	2015 DKK'000	2014 DKK'000
<b>Ordinary activities</b>		
Income	258,416	235,006
Staff costs	-140,117	-142,156
Operating costs	-101,031	-96,387
<b>Profit/loss for the year before financial income and expenses</b>	<b>17,268</b>	<b>-3,537</b>
<b>Commercial activities</b>		
Income	5,503	3,491
Staff costs	-1,726	-1,373
Operating costs	-2,300	-692
<b>Profit/loss for the year before financial income and expenses</b>	<b>1,477</b>	<b>1,426</b>
<b>Externally funded research activities</b>		
Income	25,834	27,967
Staff costs	-14,194	-14,784
Operating costs	-11,640	-13,186
<b>Profit/loss for the year before financial income and expenses</b>	<b>0</b>	<b>-3</b>
<b>Other externally funded activities</b>		
Income	0	860
Staff costs	0	-48
Operating costs	0	-863
<b>Profit/loss for the year before financial income and expenses</b>	<b>0</b>	<b>-51</b>
<b>Profit/loss for the year before financial income and expenses</b>	<b>18,745</b>	<b>-2,165</b>

The distribution of income and expenses on segments may deviate from the income statement.



## 19. COMMERCIAL ACTIVITIES

The IT University of Copenhagen's commercial activities comprise letting of premises, events, parking etc.

The table shows the profit/loss for the year and the accumulated profit/loss for a 4-year period where the accumulated profit/loss must not be negative under the rules of the Ministry of Finance for commercial activities.

	2015 DKK'000	2014 DKK'000	2013 DKK'000	2012 DKK'000
Profit/loss for the year	1,477	1,426	1,542	214
<b>Accumulated retained earnings at 31 December</b>	4,659	3,182	1,756	214

## 20. RELATED PARTIES

Related parties	Transactions
Ministry of Higher Education and Science (UFM)	Government grants from UFM amounts to DKK 218,183 thousand in 2015 and DKK 213,857 thousand in 2014.
Ministry for Children, Education and Gender Equality (UVM)	Government grants from UVM amounts to DKK 1,476 thousand in 2015 and DKK 1,807 thousand in 2014.
Board of Directors	Remuneration to the Board of Directors amounts to DKK 336 thousand in 2015 and DKK 360 thousand in 2014.
Executive Management	Remuneration to the Executive Management amounts to DKK 3,758 thousand in 2015 and DKK 3,916 thousand in 2014.
Student organisation at the IT University of Copenhagen (stupIT)	Contribution paid to stupIT amounts to DKK 506 thousand in 2015 and DKK 87 thousand in 2014.
ITU Business Development A/S (ITU BD)	<p>The IT University of Copenhagen has contributed capital of DKK 5,000 thousand to ITU BD in 2014 and owns 100 per cent of the company. The share capital amounts to DKK 1,000 thousand.</p> <p>The loss for the year in ITU BD is DKK -507 thousand and equity at 31 December 2014 amounts to DKK 4,309 thousand.</p> <p>In 2015, ITU BD has provided services for the IT University of Copenhagen and taken over obligations regarding patents of DKK 2,757 thousand (no services in 2014).</p> <p>ITU BD has rented premises at the IT University of Copenhagen for DKK 23 thousand in 2015 and DKK 17 thousand in 2014.</p>
Folketingets Finansudvalg (FFU, Danish Parliament's Finance Committee)	The IT University of Copenhagen does not have any construction projects which require approval from the FFU.

## 21. ADDITIONAL FACTORS

Other matters which the IT University of Copenhagen must disclose in accordance with:

- Executive Order No. 598 of 8 March 2015 on Grants and Auditing etc. of Universities.
- Letter from Danish Agency for Higher Education of 16 December 2014 on the annual report for 2014.
- Letter from Danish Agency for Higher Education of 1 December 2015 on implementation of new government grants rules for research infrastructure.

The IT University of Copenhagen is not responsible for carrying out the secretariat function for scholarships and the like.

The IT University of Copenhagen has established and owns a company, ITU Business Development A/S, to promote the flow of knowledge and technology between research institutions and the business community in accordance with section 4 (1) of the Danish Act No. 580 of 1 June 2014 on the Commercial Activities and Co-operation with Foundations of Public Research Institutions (law of technology transfer).

The IT University of Copenhagen has not contributed funds to foundations whose main purpose is to establish dwellings close to universities in accordance with section 10(2) of the Danish Act on the Commercial Activities and Co-operation with Foundations of Public Research Institutions (law of technology transfer).

The IT University of Copenhagen has no costs for administration of foundations and associations, including commercial foundations and associations.

The IT University of Copenhagen does not offer study programmes abroad.

The IT University of Copenhagen does not participate in Erasmus Mundus programmes.

The IT University of Copenhagen complies with the EU rules on government grants for research infrastructure.

### 3.6 FINANCIAL HIGHLIGHTS

<b>Income (DKK'000)</b>	<b>2015</b>	<b>2014</b>
Education	145,102	142,284
Research	88,254	87,860
External funds	30,231	31,244
Research-based government consultancy	0	0
Other grants	-3,806	-3,628
Other income	23,480	4,368
<b>Total</b>	<b>283,261</b>	<b>262,128</b>

<b>Costs (DKK'000)</b>	<b>2015</b>	<b>2014</b>
Education	119,549	120,961
Research	94,805	99,373
Dissemination and knowledge sharing	8,688	7,989
Government consultancy services	0	0
General management, administration and service	27,091	28,851
<b>Total</b>	<b>250,133</b>	<b>257,174</b>

<b>Staff (full-time equivalents)</b>	<b>2015</b>	<b>2014</b>
VIP	134.1	143.2
DVIP	44.1	41.1
Other full-time equivalents	131.6	137.9
<b>Total</b>	<b>309.8</b>	<b>322.2</b>

<b>Balance sheet (DKK'000)</b>	<b>2015</b>	<b>2014</b>
Equity	69,115	48,561
<b>Balance sheet total</b>	<b>157,573</b>	<b>134,456</b>

<b>Building</b>	<b>2015</b>	<b>2014</b>
Buildings m <sup>2</sup> in total, net	23,352	23,352

<b>Bachelor and MSc students for the period 1 October - 30 September</b>	<b>2015</b>	<b>2014</b>
Number of admitted bachelor students	215	239
Number of admitted MSc students	412	441
Number of students enrolled at 30 September	1,785	1,915
Number of full-time equivalents (including guest students)	1,271	1,244

<b>Graduated bachelor and MSc students for the period 1 October - 30 September</b>	<b>2015</b>	<b>2014</b>
Number of graduated bachelor students	162	139
Number of graduated MSc students	405	368

<b>Free university places and scholarships</b>	<b>2015</b>	<b>2014</b>
Number of students enrolled in free university places at 30 September	12	7
Number of full-time equivalents in free university places (scheme 3)	7	5
Total amount paid as scholarships (DKK'000)	785	513
Number of students who have received scholarships	13	7

<b>Part-time students (diploma, masters and single subject) in the period 1 October - 30 September</b>	<b>2015</b>	<b>2014</b>
Number of admitted diploma and master students	121	146
Number of fee-paying part-time students	442	510
Number of full-time student equivalents obtained by part-time students	105	111
Number of graduated diploma and master students	64	50

<b>Internationalisation for the period 1 September - 31 August</b>	<b>2015</b>	<b>2014</b>
Number of exchange students, outbound (including exchange grants )	101	85
Number of exchange students, inbound	21	17
Number of foreign students at 30 September	302	289

<b>Research education</b>	<b>2015</b>	<b>2014</b>
Number of PhD students enrolled at 31 December	45	51
Number of PhD students admitted during the year	14	17
Number of approved PhD theses for the year	13	12

<b>Results for research and communication</b>	<b>2015</b>	<b>2014</b>
Number of research publications	231	290
Number of patent applications	4	1
Number of patents issued	0	0
Number of inventions for which application for registration has been filed	11	3
Number of projects with enterprises	14	11
Number of external projects	53	56
Economic co-operation with business community (DKK000)	1,463	1,711

## 4. TARGETS ACHIEVEMENTS

### 4.1 SUMMARY OF TARGET ACHIEVEMENTS

#### Follow-up on performance targets in Development Contract for 2015-2017




Follow-up as of 31 December 2015.



The 12 targets in the Development Contract relate to the following eight general themes:






- Improved quality in education
- More relevance and increased transparency
- Improved coherence and co-operation
- Strengthened internationalisation
- Increased social mobility – more talent at play
- More externally funded research
- More PhD students
- More scientific publications.

The target reporting in the table below reflects the results for 2015 and has been prepared in accordance with the guidelines for target evaluation of 8 December 2015 issued by the Danish Agency for Higher Education.






#### Signatur:

-  The target is achieved.
-  The target is partly achieved as at least 75 per cent of complete achievement has been reached.
-  The target has not been achieved as less than 75 per cent of complete achievement has been reached.

Target	Description	Comments	Status
T 1	The average response of students to the quantitative questions in the course evaluation must be at least 4.75 on a scale from 1 to 6. This applies to every year during the contract period.	The students' response to the quantitative questions in the course evaluation is 4.75 on average in 2015.	
T 2	The IT University of Copenhagen will reduce the average excess of study time for its BSc and MSc graduates in 2015 with 0.5 month compared to 2011, 1 month in 2016 compared to 2011 and 1.6 month in 2017 compared to 2011.	The average excess of study time is 11.6 months in 2015 for the IT University of Copenhagen's BSc and MSc graduates, which is equivalent to the average excess of study time in 2011.	

Target	Description	Comments	Status
<b>T 3</b>	The unemployment rates of the MSc graduates who graduated from the IT University of Copenhagen 4-7 quarters earlier will at the most be 14 per cent in 2015, 13 per cent in 2016 and 12 per cent in 2017.	The unemployment rate for the MSc graduates who graduated from the IT University of Copenhagen 4-7 quarters earlier is 11 per cent in 2015.	
<b>T 4</b>	The proportion of MSc graduates from the IT University of Copenhagen who graduated 0-10 years ago and who are working in the private sector must be at least 75 per cent of the employed MSc graduates. This applies to every year of the contract period.	78 per cent of the MSc graduates who graduated from the IT University of Copenhagen 0-10 years ago are employed in the private sector.	
<b>T 5</b>	The number of admitted MSc students who qualified at a Danish educational institution other than the IT University of Copenhagen must be at least 230. This applies to every year of the contract period.	239 of the admitted MSc students qualified at another Danish educational institution than the IT University of Copenhagen.	
<b>T 6</b>	During 2015, the IT University of Copenhagen will formulate a strategy of how the university consciously exploits the many different educational backgrounds of MSc students. At the end of 2017, at the latest, the IT University of Copenhagen will have formulated and carried out action plans, processes and procedures comprised by the strategy.	In the course of 2015, the IT University of Copenhagen has formulated a strategy for how the university consciously exploits the many different educational backgrounds of its MSc students. The strategy is included in the quality policy of the IT University of Copenhagen for 2016.	
<b>T 7</b>	The global competence profiles and related activities of the BSc and MSc programmes are evaluated each year of the contract period and action plans is made for the following year. These action plans must be approved by the Head of Studies.	The global competence profiles and related activities of the BSc and MSc programmes have been evaluated. Actions plans have been prepared for 2016 and approved by the Head of Studies.	



Target	Description	Comments	Status
<b>T 8</b>	During the contract period, the IT University of Copenhagen will develop a visit programme aimed at the upper secondary schools and each year in the contract period the university will carry out visits to/from at least a total of 50 students from one or more upper secondary schools situated in an underrepresented area near Copenhagen.	The IT University of Copenhagen has received visits from a total of 59 students from upper secondary schools situated in underrepresented areas near Copenhagen.	
<b>T 9</b>	The total consumption of external research funding divided by the number of senior faculty full-time equivalents (FTE) must be at least DKK 650,000 in 2015, DKK 800,000 in 2016 and DKK 1,000,000 in 2017.	The total consumption of external research funding divided by the number of senior faculty full-time equivalents is DKK 499,673 in 2015, corresponding to a target achievement of 77 per cent.	
<b>T 10</b>	The number of PhD students admitted will be at least 14 in 2015, 18 in 2016 and 22 in 2017.	The number of PhD students admitted is 14 in 2015.	
<b>T 11</b>	The number of persons admitted as PhD students at the IT University of Copenhagen during the year without receiving an ordinary PhD scholarship will be at least two in 2015, three in 2016 and four in 2017.	Three persons have been admitted as PhD students at the IT University of Copenhagen in 2015 without receiving an ordinary PhD scholarship.	
<b>T 12</b>	The number of bibliometric points (BFI-points) divided by the number of faculty full-time equivalents (FTE) as reported to the Statistics of Universities Denmark will be at least 1.85 in 2015, 1.96 in 2016 and 2.08 in 2017.	It has not yet been possible to calculate this target for 2015 as the number of bibliometric points will not be calculated by the Danish Agency for Science, Technology and Innovation until mid-2016.  In 2014, 261.07 BFI points were earned corresponding to 2.85 per faculty full-time equivalent.	

## 4.2 DISCUSSION OF TARGET ACHIEVEMENTS

### Background

In the Development Contract for 2015-2017, the IT University of Copenhagen has concluded an agreement with the Ministry of Higher Education and Science on 12 targets. In 2015, the IT University of Copenhagen fully achieved 10 of the 12 targets. Below is an account of the two targets, which the IT University of Copenhagen has not achieved or only partly achieved in 2015.

### Target 2: Average excess of study time

The IT University of Copenhagen will reduce the average excess of study time for its BSc and MSc graduates in 2015 by 0.5 month compared to 2011.

The average excess of study time is 11.6 months in 2015 for the IT University of Copenhagen's BSc and MSc graduates, which is equivalent to the average excess of study time in 2011.

The IT University of Copenhagen is very aware that it has to reduce the average excess of study time, cf. the Development Contract for 2015 - 2017, and that there has been no change in the average excess of study time.

The average excess of study time is significantly impacted by individual students who take a very long time to complete their studies.

The IT University of Copenhagen has taken a number of measures to reduce the average excess of study time. First, the IT University of Copenhagen has implemented the Study Progress Reform, including the requirement that the student must be registered for 30 ECTS each semester. Furthermore, the IT University of Copenhagen has eliminated the students' possibility of obtaining leave from their studies, shortened the thesis period from six months to one semester and shortened the maximum study times.

The IT University of Copenhagen will take further measures if the Study Progress Reform and the additional measures taken by the IT University of Copenhagen do not, contrary to expectation, result in the reduction in the average study times agreed in the Development Contract 2015-2017.

### Target 9: Consumption of external research funding per senior faculty full-time equivalent

The total consumption of external research funding divided by the number of senior faculty full-time equivalents must be at least DKK 650,000 in 2015, DKK 800,000 in 2016 and DKK 1,000,000 in 2017.

The total consumption of external research funding divided by senior faculty full-time equivalents is DKK 499,673 in 2015, corresponding to a target achievement of 77 per cent.

For several years, there have been problems achieving the targets for the external research funding and the measures taken have not had the necessary effect. Too few researchers succeed in attracting external research funding. This is one of the reasons that the IT University of Copenhagen in 2015 introduced a performance model for researchers, which states the average expectations from the researchers with respect to teaching and research, including consumption of external research funding. The Board of Directors and the Executive Management expect that in 2016 and onwards the management of the Department will reallocate resources from areas, which are less successful in respect of consumption of external research funding to areas, which are more successful. The Danish research councils have been significantly reduced and it will therefore be virtually impossible to achieve the target in the Development Contract in 2016 and 2017.

## APPENDICES 1

### THE IT UNIVERSITY OF COPENHAGEN'S OPINION ON "RECOMMENDATIONS FOR GOOD UNIVERSITY MANAGEMENT IN DENMARK"

Recommendation	IT University of Copenhagen	Comments/"weak points"
<b>3.1 The strategic tasks, responsibilities and composition of the Board of Directors of the university</b>		
<b>3.1.1 The overall responsibility of the Board of Directors</b>	Implemented in sections 7 and 9(2) of the Articles of Association.	
<b>3.1.2 The tasks of the Chairman of the Board</b>	Implemented in section 9 of the Articles of Association and section 12 of the Rules of Procedure.	
<b>3.1.3 Rules of procedure</b>	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 Executive 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 Executive Management in Board meetings.
<b>3.1.4 Recruitment of Board members</b>	Implemented in addendum 1 to the Articles of Association.	
<b>3.1.5 Training of new Board members</b>	Implemented in section 3 of the Rules of Procedure.	
<b>3.1.6 Number of Board members</b>	Implemented in section 5 of the Articles of Association.	
<b>3.1.7 The Board of Directors' independence</b>	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).
<b>3.1.8 Meetings</b>	Implemented in the meeting and work schedule.	
<b>3.1.9 Age limit</b>	Implemented in section 2 of the Rules of Procedure.	

Recommendation	IT University of Copenhagen	Comments/"weak points"
<b>3.1.10 Self-evaluation of the work of the Board of Directors, evaluation of day-to-day operations</b>	Implemented in section 5(1) of the Rules of Procedure.	
<b>3.1.11 Remuneration of Board members</b>  A.1) 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.	A.1) The IT University does not pay remuneration to internal Board members according to the recommendations.	A.1) Remuneration paid to internally elected Board members is not allowed, and therefore, the IT University of Copenhagen does not have the powers to follow the recommendation.
<b>3.1.12 Openness</b>  A.1) It is recommended that the meetings should be 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.  A.2) It is recommended that the annual report should include information on the management structure 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 Managerial posts of the Board members – both Danish and foreign.	A.1) Meetings of the board are generally open to everybody.  A.2) This information is included in the annual report. The management structure of the university is described in Appendix 2, and information on the Board members is found in section 1.1 Company details.	A.1) It is stipulated by the Ministry of Higher Education and Science that, in general, the meetings should be open. The IT University of Copenhagen is therefore unable to follow the recommendation.

Recommendation	IT University of Copenhagen	Comments/"weak points"
<p>A.3)</p> <p>It is recommended that the Board of Directors establish guidelines and official mechanisms for whistle blowing.</p>	<p>A.3)</p> <p>The IT University of Copenhagen has discussed and decided on guidelines on whistle-blowing.</p>	<p>A.3)</p> <p>At the H-SiSu meeting on 10 June 2010, a note on whistle blowing was presented and rejected because the IT University of Copenhagen has several open bodies, which may be approached, by students and staff.</p>
<p><b>3.1.13 Audits</b></p> <p>A.1)</p> <p>It is recommended that the Board of Directors should establish the overall framework of the organisation of the audit, including the use of any private firms of accountants.</p>	<p>A.1)</p> <p>It is suggested in section 31(1) of the Articles of Association that "the Board of Directors may employ external assistance for the control and management of the budgets and financial reporting of the IT University of Copenhagen". The Board of Directors has decided to employ such external assistance (E&amp;Y).</p>	

## 3.2 The relationship between the University Board of Directors and the external stakeholders of the University

<p><b>3.2.1 Universitetets generelle forhold til interessenter</b></p> <p>A.1)</p> <p>It is recommended that the Board of Directors should establish general principles and values for the co-operation of the university with and relation to its stakeholders.</p>	<p>A.1)</p> <p>The core values of the IT University of Copenhagen</p> <ul style="list-style-type: none"> <li>• Communication strategy (discussed at a Board seminar in June 2012).</li> <li>• Commercialisation strategy (approved by the Board of Directors at the strategy seminar in June 2005 and most recently discussed at the strategy seminar in September 2013).</li> </ul>	
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Recommendation	IT University of Copenhagen	Comments/"weak points"
<p>A.2) It is recommended that the Board of Directors should ensure that these principles and values are complied with in the external relations of the university and that the Board of Directors together with the senior management have an ongoing dialogue and close co-operation with the stakeholders of the university in this respect.</p> <p>A.3) It is recommended that the Board of Directors should approve and publish a specific information and communication policy in relation to the stakeholders of the University.</p>	<p>A.2) The principles are strongly represented in the dialogue with the employers' panel (and with other stakeholders).</p> <p>A.3) This has been carried out via open Board meetings (section 9 of the Rules of Procedure) and a communications policy (section 11 of the Rules of Procedure).</p>	
<p><b>3.2.2. The Government</b></p> <p>A.1) It is recommended that the Board of Directors should prepare procedures to ensure that the Government, including the Ministry of Higher Education and Science 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.</p>	<p>A.1) The IT University of Copenhagen provides, among other things:</p> <ul style="list-style-type: none"> <li>• Development Contract</li> <li>• Annual report</li> <li>• Ongoing reporting</li> </ul>	<p>A.1) In addition to the Development Contract and the annual report, the IT University of Copenhagen supplies monitoring information to the Ministry of Higher Education and Science on an ongoing basis.</p>

Recommendation	IT University of Copenhagen	Comments/"weak points"
<p>A.2)</p> <p>It is recommended that the Board of Directors should take active responsibility of the preparation of the Development Contract of the university and of the contract discussion with the Minister for Higher Education and Science.</p>	<p>A.2)</p> <p>Section 7 (1) (18) of the Articles of Association: "following a presentation from the Vice Chancellor, the Board of Directors enters into a Development Contract with the Minister on the total activities of the IT University".</p>	
<p>A.3)</p> <p>It is recommended that, in its relations with the Government, the Board of Directors should contribute to promoting the following in particular:</p> <ul style="list-style-type: none"> <li>• The desired strengthening of the degree of self-governance of the universities. An obvious starting point is the agreement between the political parties on the university Act. It states 10 areas in which further self-governance is possible, e.g. a more flexible staff structure and a simpler system for grants paid per student.</li> <li>• Flexible and efficient administration of the requests and inquiries of the universities.</li> <li>• Regular presentation by the Government of a general policy stating the role of the Government in relation to the universities and stating the control of the universities by the Government.</li> </ul>	<p>A.3)</p> <p>The IT University of Copenhagen 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 the organisation Universities Denmark.</li> </ul>	



Recommendation	IT University of Copenhagen	Comments/"weak points"
<p><b>3.2.3 The business community and the public sector</b></p> <p>A.1) It is recommended that, as part of its general tasks, the Board of Directors should prepare and publish 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.</p>	<p>A.1) This will be carried out by means of a commercialisation strategy, which has not been published.</p>	<p>A.1) This item is marked yellow, because the strategy has not been published. The contract function of the IT University of Copenhagen recommends that publication should not be carried out owing to contract negotiations.</p>
<p><b>3.2.4 The region</b></p> <p>A.1) It is recommended that, in relevant contexts such as the strategy plan, the Board of Directors should establish general principles of co-operation with the region and create openness on these relations.</p>	<p>A.1) See the strategies of the IT University of Copenhagen for Research and Education.</p>	<p>A.1) This item is marked green as the principles in the strategy documents of research and education also apply to co-operation in the region.</p>
<p><b>3.2.5 Other universities</b></p> <p>A.1) It is recommended that, as a major part of its long-term strategy, the Board of Directors should prepare a plan for the co-operation with universities in Denmark and abroad and other institutions of higher education and prepare specific action plans for this co-operation.</p>	<p>A.1) This has taken place through addenda to the Education Strategy and Research Strategy, respectively.</p>	

Recommendation	IT University of Copenhagen	Comments/"weak points"
<p>A.2)</p> <p>It is recommended that the chairmen of the Boards of the eight Danish universities create a forum for exchange of views and experience, including experience with the relationship with the Government.</p>	<p>A.2)</p> <p>This has been implemented.</p>	

### 3.3 The relationship of the university's Board of Directors with the Vice Chancellor and other members of the senior management and the Academic Council

#### 3.3.1 The general relations of the Board of Directors to the senior management and the Academic Council.

A.1)

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.

A.1)

The distribution of responsibilities is discussed in connection with the specific cases at the Board meetings. Further, preliminary meetings are held on the same subjects before the Board meetings.

Recommendation	IT University of Copenhagen	Comments/"weak points"
<p>A.2)</p> <p>It is recommended that the Board of Directors and the senior management should prepare written guidelines on this basis and that these guidelines should be made publicly available at the university. They may also be included in the rules of procedure of the Board of Directors.</p>	<p>A.2)</p> <p>The IT University of Copenhagen has no independent formal guidelines on this.</p> <p>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 of Copenhagen 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 Executive Management.</p> <p>The only cases which describe the other members of the senior management in relation to the Board of Directors are:</p> <ol style="list-style-type: none"> <li>1) Appointment of members of the Executive Management carried out by the Board of Directors on recommendation by the Vice Chancellor, section 7(1)(12) of the articles of association.</li> <li>2) Access to request a meeting of the Board, section 5(1) of the Rules of Procedure.</li> </ol>	<p>A.2)</p> <p>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 of Copenhagen will constitute a problem. Thus the item will be considered to be green.</p>

Recommendation	IT University of Copenhagen	Comments/"weak points"
<p>A.3) 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 should establish guidelines for the reporting of the senior management to the Board of Directors and for the communication between the senior management and the Board of Directors 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.</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 ..... and is responsible for the ongoing contact with the Vice Chancellor between Board meetings."</li> </ul>	<p>A.3) A practice has been established for the reporting and ongoing supply of information from the Executive Management which means that the Board of Directors will be informed of/consulted on all-important information.</p>
<p>A.4) 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.</p>	<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) It is recommended that cases presented by the Vice Chancellor for decision by the Board of Directors should be 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.</p>	<p>A.5) Implemented in section 6(5) of the rules of procedure.</p>	

Recommendation	IT University of Copenhagen	Comments/"weak points"
<p><b>3.3.2 The relationship between the Chairman of the Board and the Vice Chancellor</b></p> <p>A.1) It is recommended that the Chairman of the Board and the Vice Chancellor should discuss the general guidelines of the relationship between the Chairman and the Vice Chancellor, and that these guidelines should be made final and unambiguous by the Board of Directors.</p>	<p>A.1) The IT University of Copenhagen 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><b>3.3.3 The Board of Directors, the Vice Chancellor and the external relations of the university</b></p> <p>A.1) It is recommended that the Vice Chancellor should carry 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.</p>	<p>A.1) Implemented in section 11(4) of the Rules of Procedure.</p>	

## APPENDICES 2

### MANAGEMENT STRUCTURE OF THE IT UNIVERSITY OF COPENHAGEN AT 31 DECEMBER

The IT University of Copenhagen is governed by a Board of Directors and an Executive Management.

#### **The Board of Directors**

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

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

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

#### **Provost/Pro-rector**

The Provost/Pro-rector supplements the Vice Chancellor in all types of tasks carried out by the Vice Chancellor.

#### **University Director**

The University Director is responsible for ensuring that the entire administration supports research and education to the widest possible extent. The University Director is accountable to the Vice Chancellor 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 University Director is in charge of all large inter-disciplinary projects of the administrative departments and represents the administration in relation to the external world.

### **Executive Management**

The Executive Management includes the Vice Chancellor, the Provost/Pro-rector and the University Director. The Executive Management is responsible for the preparation of the strategies of the IT University of Copenhagen and the preparation and negotiation of the Development Contract with the Ministry of Higher Education and Science. For example, the Executive Management is currently working on promoting the globalisation and internationalisation of the IT University of Copenhagen.

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

In its day-to-day work, the Executive Management works on the promotion of the three core values of the IT University of Copenhagen: 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 and chooses its own chairman among the members of the council. Two members are elected by and among the scientific staff at the IT University of Copenhagen, 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 doctorate and may issue statements on all academic matters of material importance to the activities, etc., of the IT University of Copenhagen.

### **Study Committee**

The Vice Chancellor appoints one or more study committees, including members in identical numbers of scientific staff (VIP) and students. Each study committee appoints a chairman among its VIP members and a deputy chairman among its 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 Council**

The Vice Chancellor appoints a PhD Council, including members in identical numbers of science staff (VIP) and students. The chairman and the deputy chairman are appointed by the Vice Chancellor on recommendation of the PhD Committee.

The PhD Council approves PhD courses, issues statements on the evaluation of the PhD programme, and 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 scientific staff is not occupied with such tasks, they carry out independent research within the strategic framework of the IT University of Copenhagen.

The Head of Department ensures quality and cohesion in research and education and must include the Study Committee and the Head of studies in its evaluation of education and tuition.

### **Head of Studies**

The Head of Studies is appointed and dismissed by the Vice Chancellor on recommendation of the Study Committee. The Head of Studies 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 of Copenhagen 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.



## APPENDICES 3

### MEMBERS OF THE EMPLOYERS PANEL OF THE IT UNIVERSITY OF COPENHAGEN

#### EXECUTIVE-LEVEL EMPLOYERS' PANEL:

Per Kogut (chairman), President and Chief Executive Officer (CEO), NNIT

Kaare Danielsen, CEO and owner, Jobindex

Jesper Rønnow Simonsen, Director General, SKAT

Jan Peter Larsen, SVP, Senior Development Director, Danske Bank

Jørn O. Christiansen, First Vice President, Nordea

Carsten Gomard, Chairman of the Board, Netcompany

Lars Frelle-Petersen, Director General, Danish Agency for Digitalisation

Adam Lebech, CEO, DI-Digital

Birgitte Hass, CEO, IT-Branchen

Michael Arreboe, Channel Director, DR

Pernille Geneser, CIO, Bestseller

Lars Green Lauridsen, Senior Vice President, COWI

Niels Jørgensen, Vice President, LEGO Digital Games

#### BACHELOR IN SOFTWARE DEVELOPMENT (SWU)/MSC IT, SOFTWARE DEVELOPMENT:

Kristine Stenhuus (chairman), R&D manager, KMD

Casper Hovard, Program Manager – Danish Defense (DeMars) Account, IBM

Lars Nørgaard, Director, Head of Microsoft Solutions at NNIT, NNIT

Michael Nielsen, Self-employed

Henrik Krøyer, R&D Manager for Development Tools & Processes, Danske Bank

Niels Hallenberg, Vice President, Technical Foundation, SimCorp

Jacob Strange, Partner, Nine A/S

Morten Zohnesen, Managing Architect, Netcompany

Steffen D. Andersen, Chief Development Officer, Sitecore

Karsten Stanek Pedersen, Director, Saxobank

Anders Hal Werner, CTO, Partner, Peytz & Co.

Christian Bjerre Nielsen, Head of Development, Schilling A/S

Thomas Hartmann, Head of IT Development, ATP

Christian Østergaard, Head of Department, Formpipe Software A/S

## **BACHELOR IN DIGITAL MEDIA AND DESIGN (DMD)/MSC IT, DIGITAL DESIGN AND COMMUNICATION (DDK):**

Laust Jørgensen (chairman), Head of Department, Peytz & Co.

Louise Sofie Kehler, Head of Team, Digitalisation and IT operation & Head of digitalisation, Administrativt Ressourcecenter, Børn, Municipality of Copenhagen

Michael K. Rasmussen, Senior VP Brand, Velux A/S

Brian Groth, Head of TV2 Grafisk

Bo Tolstrup Christensen, Head of Mobile Pay Personal, Danske Bank

Martin Sønderlev Christensen, Partner, Socialsquare

Jonas Heide Smith, Head of Digital Communications, Statens Museum for Kunst

Marianne Østergaard Christensen, Customer Experience Specialist, Nordea

Gry Askaa, Development Consultant, SKAT

Nanna Engberg, Senior Consultant, Think! Digital

Lasse Underbjerg, Lead Designer, Designit

Anders Nøhr Holmstrøm, User Experience Manager and Change Agent, Alka Forsikring

Ina Rosen, Digital Manager, Operate

## **MSC IT, GAMES:**

Karsten Lund (chairman), Creative Director, LEGO Digital Games

Nick Price, Studio Communications Manager, Io-Interactive

Aksel Køie, Digital Producer & Entrepreneur, Step in Books

Peer Jakobsen, CTO, Moviestar Planet ApS

Thomas Howalt, Teacher, Dadiu

Asbjørn Malte Søndergaard, CEO & Founder, Tactile Entertainment ApS

Jonas Wæver, Creative Director, Logic Artists

Simon Løvind, Games Commissioning Editor, Danish Film Institute

### **BACHELOR IN GLOBAL BUSINESS INFORMATICS (GBI)/MSC IT, DIGITAL INNOVATION AND MANAGEMENT (DIM):**

Louise Sparf-Bruun (formand), Assistant Manager, SKAT

Jari Friis Jørgensen, Owner, Symmetric

Jakob Aggergaard Mikkelsen, Co-founder and Partner, Greener Pastures

Tanja Danner, Head of Regulatory Affairs Services, NNIT

Simon Killerich Vedel, Senior Analyst, Nykredit

Peter Berg Jørgensen, Head of Business Development & Big Data, Damvad

Kristian Hjort-Madsen, Manager, Kompetencer, Arkitektur & Drift

Steffen Rasmussen, Department Manager, Danske Bank

Christian Mark Christensen, Assistant Manager – eBusiness, Topdanmark

Hanne Krøyer Jespersen, Senior Business & System Consultant, DONG Energy

Zain Syed, Solutions Sales Europe, IBM

Martin Eberhard, Manager of Market Development, Rambøll Management

Thomas Vinther, Head of Digitalisation, Municipality of Copenhagen

Carsten Møller Jensen, Deputy manager, Danish Agency for Digitalisation

### **MASTER IN INTERACTION DESIGN (IND):**

Loba van Heugten (chairman), Sr. Design Researcher, Microsoft

Anders Kirkeby, Head of Technical Product Management, SimCorp

Jan Topp Rasmussen, former CIO/Director, SKAT

Allan Lundgaard Hamilton, Director, Sales & Marketing, Visma Consulting A/S

Morten Gade, Partner & Head of Digital, Kontrapunkt

Jesper Fagerlund, Head of Digital Design, Bysted

Glenn Vandkrog, Creator and Owner, Waterhook

Nikolaj Nøhr-Rasmussen, Site Manager, User Experience Competence Center, Volvo Cars Corporation

Mette Ebdrup, Communications Manager, Danish Medical Association

Peter Bertelsen, Manager for Concepts & Design, Grundfos Holding A/S

**MASTER IN SOFTWARE DEVELOPMENT (SEN):**

Kirsten Nielsen (formand), Programme Manager, Talent Pipeline Management, Nordea

Anders Ishøy-Rasmussen, Systems Architect, Teledyne-Reson

Kenn A. Thisted, IT Service Owner/Agil Udvikling & Test, IT Arkitektur & Metode, Topdanmark Forsikring A/S

Søren Aggerholm, Program Manager, Systematic

Erik Michael Degn, Vice President, Novo Nordisk A/S

Winn Nielsen, Unit Manager, Urban data, Technical and Environmental Department, Municipality of Copenhagen

Steen Brahe, Founder and Consultant, Inexcel

Thomas Qvist, CTO, cBrain A/S

Anders Kirkeby, Head of Technical Product Management, SimCorp

Carsten Lind, Head of Section, It integration & Device development, Capital Region of Denmark, Centre for It, Medico and Telephony

Morten Macquard, Founder and CEO, Exformatics

**MASTER IN IT MANAGEMENT (ILM):**

Per Andersen (chairman), former Manager, Dansk IT

Erik Møberg, Senior Director, Ramboll Management Consulting

Thomas Okke Frahm, Head of Global IT, Chr. Hansen

Ghita Thiesen, Head of division, Local Government Denmark

Thomas Christiansen, Manager, Kombit

Kenneth Egelund Schmidt, CIO, Pensam

Jette Bondo, Assistant manager, ATP

Peter Dreyer, Partner, Tracelink

Stig Lundbech, Deputy Manager, Koncernservice, Municipality of Copenhagen

Lars Hagerup, Manager, Health & Public Service, Accenture

TIL UNDERSKRIFT PÅ  
BESTYRELSES-MØDE

# IT-Universitetet i København

Rued Langgaards Vej 7, 2300 København S

CVR-nr. 29 05 77 53

## Revisionsprotokollat

af 14. april 2016  
til årsregnskab for 2015

**Fortroligt**



Building a better  
working world

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## 1 Konklusion på revision af årsregnskabet for 2015

### 1.1 Indledning

Vi er af bestyrelsen valgt som institutionsrevisor på IT-Universitetet i København og varetager hermed den interne revision på universitetet. Vi har over for bestyrelsen ansvaret for den samlede interne revisionsindsats på IT-Universitetet i København.

Som universitetets interne revisor har vi revideret det af bestyrelsen og direktionen fremlagte udkast til årsregnskab for 2015, der aflægges efter bekendtgørelse nr. 598 af 8. marts 2015 om tilskud og revision m.v. ved universiteterne. Vi vil i tilknytning til revisionen afgive en udtalelse om ledelsesberetningen, målrapporteringen og hoved- og nøgletal.

Årsregnskabet udviser følgende hovedtal:

t.kr.	2015	2014
Resultat af ordinær drift	18.745	-2.165
Årets resultat	20.554	97
Pengestrøm fra driften	26.876	-14.366
Aktiver i alt	157.573	134.456
Egenkapital	69.115	48.561

Revisionsprotokollatet er alene udarbejdet til brug for bestyrelsen, Uddannelses- og Forskningsministeriet og Rigsrevisionen og forudsættes ikke anvendt af andre eller til andre formål.

### 1.2 Konklusion på den udførte revision

Revisionens mål og omfang samt ansvaret for regnskabsaflæggelsen er omtalt i vores revisionsprotokollat af 15. april 2011. Vi anbefaler alle nye medlemmer af bestyrelsen siden denne dato at læse vores revisionsprotokollat af 15. april 2011. Der er ingen væsentlige ændringer til roller og ansvar siden denne dato.

Revisionen af årsregnskabet for 2015 er udført i overensstemmelse hermed samt i overensstemmelse med internationale standarder om revision, god offentlig revisionsskik og yderligere krav ifølge dansk revisorlovgivning.

Vedtages årsrapporten i den foreliggende form, og fremkommer der ikke under bestyrelsens behandling og vedtagelse af årsrapporten væsentlige nye oplysninger, vil vi afgive en påtegning på årsregnskabet uden forbehold eller supplerende oplysninger samt en udtalelse om ledelsesberetningen, målrapporteringen og hoved- og nøgletal uden bemærkninger.

## 2 Betydelige forhold vedrørende revisionen

Baseret på vores revision skal vi fremhæve følgende betydelige forhold, som efter vores vurdering er relevante for bestyrelsen:

### 2.1 Ændringer i regnskabspraksis

Årsregnskabet for 2015 er aflagt efter en artsopdelt resultatopgørelse, hvilket er en ændring af anvendt regnskabspraksis, idet tidligere årsregnskaber er aflagt efter en formålsopdelt resultatopgørelse. Ændringen er foretaget med henblik på at efterleve Moderniseringsstyrelsens skemakrav i "Vejledning om årsrapport for statslige institutioner".

Vi har påset, at sammenligningstal er korrekt tilpasset, samt at ændringen er omtalt under anvendt regnskabspraksis.

### 3 Risikovurdering

#### 3.1 Risiko for væsentlig fejlinformation i årsregnskabet

Vi har med ledelsen drøftet risikoen for væsentlig fejlinformation i årsregnskabet og de af ledelsen iværksatte tiltag til styring heraf, herunder med henblik på at forebygge, opdage og korrigere fejl.

Vi har i den forbindelse vurderet de overordnede kontroller samt kontrollerne inden for væsentlige specifikke regnskabsområder.

Baseret på vores drøftelser med ledelsen og vores kendskab til universitetets aktiviteter og forhold i øvrigt er der efter vores opfattelse ingen regnskabsposter, som er tilknyttet betydelig risiko for væsentlig fejlinformation i årsregnskabet, uanset om fejlinformation skyldes besvigelser eller fejl.

Som en del af vores revisionsplan har vi identificeret følgende betydelige regnskabs- og revisionsmæssige forhold, der kræver særskilt opmærksomhed:

Regnskabspost	Revisionsmål
▶ Indtægter fra finansloven	Fuldstændighed, nøjagtighed og periodisering
▶ Lønninger og gager samt skyldige lønrelaterede omkostninger	Fuldstændighed og nøjagtighed
▶ Igangværende tilskudsaktiviteter og forudbetalte bundne tilskud	Fuldstændighed, nøjagtighed og korrekt periodisering af indtægter og omkostninger i resultatopgørelsen samt korrekt værdiansættelse
▶ Målrapportering	Korrekt opfølgning på mål
▶ It-anvendelsen og generelle it-kontroller	Sikkerhed af data og informationers pålidelighed

Regnskabsposten igangværende tilskudsaktivitet og forudbetalte bundne tilskud indeholder væsentlige skøn. En revision omfatter endvidere en vurdering af, om de foretagne regnskabsmæssige skøn er rimelige. Vi har haft fokus på de skøn, som er foretaget i årsregnskabet for 2015.

På baggrund af risikovurderingen og vurderingen af risici for væsentlig fejlinformation i årsregnskabet har vi fastlagt den overordnede revisionsstrategi og -plan for 2015.

Vi har udført revisionen i overensstemmelse med den fastlagte revisionsstrategi og -plan.

### 4 Samarbejde med Rigsrevisionen

Rigsrevisionen har i henhold til rigsrevisorlovens § 9 ansvaret for den samlede revision af IT-Universitetet. Vi er af universitetets bestyrelse antaget som intern revision.

Vi har i forbindelse med vores revision i årets løb forelagt vores revisionsplan for Rigsrevisionen. I forbindelse med afslutning af revisionen af årsregnskabet for 2015 har Rigsrevisionen gennemgået vores protokol samt planlægningsnotat. Konklusionsnotatet, herunder den interne kvalitetskontrol, forventes gennemgået af Rigsrevisionen inden bestyrelsesmødet.

### 5 Kommentarer vedrørende revisionen af årsregnskabet for 2015

#### 5.1 Forlig med bygningsstyrelsen

Universitetet har pr. 20. maj 2015 indgået ny kontrakt med Bygningsstyrelsen om leje af lokaler til undervisnings- og forskningsformål. Den årlige leje i henhold til kontrakten udgør 34 mio. kr., hvilket er en væsentlig reduktion i forhold til den tidligere lejekontrakt.



Huslejen reguleres med virkning fra 8. maj 2013, hvilket har medført en positiv økonomisk effekt for ITU på 18,9 mio. kr. for perioden 8. maj 2013 - 31. december 2015.

Som følge af beløbets væsentlighed og karakter er den økonomiske effekt af det indgåede forlig vist på særskilt linje i resultatopgørelsen. Vi henviser desuden til beskrivelse i årsregnskabs note 4.

## 5.2 Indtægter og tilskud på finansloven

Finanslovsindtægter i 2015 udgjorde 219,7 mio. kr. (2014: 215,7 mio. kr.). Vi har gennemgået de af universitetet udarbejdede afstemninger af de indregnede finanslovindtægter, herunder afstemt indtægterne til finansloven.

I tillæg til indtægter fra finansloven modtager IT-Universitetet årligt tilskud øremærket optagelse af studerende på friplads- og stipendieordning. Det modtagne beløb optages i balancen som en skyldig forpligtelse og reduceres i takt med afholdelse af omkostninger vedrørende friplads- og stipendieordningen. For regnskabsåret 2015 har IT-Universitetet modtaget 1,6 mio. kr. (2014: 1,7 mio. kr.) og afholdt omkostninger vedrørende friplads- og stipendieordning for cirka 1,9 mio. kr.

De samlede ubrugte midler vedrørende friplads- og stipendieordning udgør pr. 31. december 2015 i alt 4,1 mio. kr., hvoraf 2,2 mio. kr. er disponeret til igangværende fripladsforløb. Værdi af ikke-disponerede midler udgør således 1,9 mio. kr. IT-Universitetet tildeler hvert år fripladser til kvalificerede studerende med udgangspunkt i opgørelse over opsparede frie midler og årets bevilling til fripladsordningen. Vi anser værdien af ikke-disponerede midler for at udgøre et rimeligt niveau i forhold til det årlige statstilskud til friplads- og stipendier samt IT-Universitetets cyklus for afholdelse af øremærkede midler til studerende på friplads- og stipendieordningen.

## 5.3 Igangværende tilskudsaktiviteter

Igangværende tilskudsaktiviteter vedrører forskningsaktiviteter, hvor universitetet modtager tilskud fra private eller offentlige bidragsydere.

De på projekterne afholdte omkostninger er primært relateret til lønomkostninger afholdt af universitetet. Såfremt universitetet i henhold til kontrakten har ret til at tillægge overhead på afholdte omkostninger, indregnes overhead i de igangværende tilskudsaktiviteter.

Administrationen af projekter er ofte underlagt særlige regler for opgørelse af tilskudsberettigede omkostninger, herunder krav om tidsregistrering af afholdte timer til opgørelse af lønomkostninger. IT-Universitetet har med virkning fra 1. december 2015 iværksat elektronisk tidsregistrering på EU-projekter. Tidsregistreringen foretages elektronisk i tidsregistreringssystemet "mTime" og anses som en væsentlig forbedring af forretningsgangen for håndtering af igangværende tilskudsaktiviteter.

Der er pr. 31. december 2015 ikke foretaget en fuldstændig gennemgang af de eventuelle økonomiske konsekvenser ved afvigelser mellem de særlige regler for opgørelse af tilskudsberettigede omkostninger under de respektive projektaftaler og de opgjorte projektsaldi.

Den daglige ledelse har oplyst, at eventuelle justeringer af projektsaldi anses for uvæsentlige, idet lønsystemets registreringer, herunder beregning af overhead, understøtter projekthåndteringen, samt at andre projektomkostninger godkendes og bogføres løbende i takt med projektets udførelse. På baggrund heraf anser den daglige ledelse eventuelle afvigelser mellem sidste perioderapportering til koordinator og saldo pr. 31. december 2015 for uvæsentlige.

Vi har i løbet af 2015 afgivet erklæring på perioderegnskab for EU-projektet "Scalable Similarity Search". Vi kan på baggrund af konklusionerne fra vores gennemgang af projektet tilslutte os, at eventuelle afvigelser som følge af manglende fuldstændig gennemgang af igangværende projekter pr. 31. december 2015 må forventes at være uvæsentlige for årsregnskabet.

Vi har i forbindelse med vores revision gennemgået udvalgte kontrakter og har herunder påset, at der alene tillægges overhead, såfremt dette er anført i kontrakten. Vi har endvidere stikprøvevis påset, at universitetet har modtaget forudbetalinger, samt at de til projekterne henførte lønomkostninger svarer til lønsystemets registreringer.

### 5.3.1 Hensættelse til tab på projekter

I lighed med tidligere år foretages der nedskrivning på værdien af igangværende tilskudsaktiviteter. Nedskrivninger består metodemæssigt af dels en specifik nedskrivning på projekter og dels en generel hensættelse.

Der er pr. 31. december 2015 ikke foretaget specifikke nedskrivninger på projekterne (31. december 2014: 0 kr.). Universitetets ledelse har vurderet, at de projektspecifikke risici er på et så beskedent niveau, at de økonomiske konsekvenser ved eventuelle tabsgivende projekter kan dækkes af den generelle hensættelse.

Den generelle hensættelse er for 2015, i lighed med 2014, fastlagt til 3 % af de samlede indtægter fra tilskudsfinansieret forskningsvirksomhed, svarende til 770 t.kr. (2014: 820 t.kr.). Procentsatsen er fastsat under hensyntagen til antallet af projekter og kompleksiteten i de indgåede aftaler, herunder særlige risici tilknyttet projekter udført under EU-regi. Den generelle hensættelse revurderes årligt.

Det er ledelsens vurdering, at den samlede nedskrivning på 770 t.kr. er forsvarlig og passende til afdekning af IT-Universitetets risiko for tab på igangværende projekter pr. 31. december 2015.

Vi kan tilslutte os den regnskabsmæssige behandling af igangværende tilskudsaktiviteter.

### 5.4 Forskningsinfrastruktur

Som en del af EU's regler for statsstøtte skal universiteterne årligt udarbejde opgørelse af, hvilke forskningsinfrastrukturer der er ved universitetet, samt vurdere, om den økonomiske aktivitet ved de enkelte infrastrukturer er accessorisk. IT-Universitetet har i årsregnskabets note 21 oplyst, at EU's statsstøtteregler for forskningsinfrastruktur overholdes, idet IT-Universitetet ikke har forskningsudstyr, som udlånes til erhvervslivet.

Vi har som del af vores revision gennemgået anlægskartoteket og konti for straksafskrevne investeringer, hvilket ikke har givet anledning til bemærkninger.

### 5.5 Tilgodehavender fra salg af ydelser m.v.

Tilgodehavender fra salg af ydelser m.v. udgør pr. 31. december 2015 samlet 6.660 t.kr. (31. december 2014: 5.121 t.kr.).

Vi har i forbindelse med revisionen af tilgodehavender fra salg af ydelser m.v. foretaget en gennemgang af den aldersfordelte debitorsaldoliste, herunder har vi stikprøvevis påset dokumentation for efterfølgende indbetalinger. Der er ikke foretaget nedskrivning til tab, da universitetet ikke forventer tab på tilgodehavenderne.

Vi kan tilslutte os den regnskabsmæssige behandling af tilgodehavender fra salg af ydelser m.v.

### 5.6 Likvide beholdninger og værdipapirer

Universitetets likvide beholdninger udgør pr. 31. december 2015 en saldo på 26.939 t.kr. (31. december 2014: 18.599 t.kr.), mens værdipapirer pr. 31. december 2015 udgør 106.997 t.kr. (31. december 2014: 90.236 t.kr.).

Af den gældende investeringspolitik dateret 26. oktober 2015 fremgår det, at universitetets investeringer skal foretages i en investeringsramme med begrænsninger som følger:

- ▶ 0-100 % af investeringen placeres i obligationer på det danske marked eller lignende
- ▶ 0-20 % af investeringen placeres i øvrige obligationer
- ▶ 0-15 % af investeringen placeres i aktier
- ▶ Kontantbeholdning må maksimalt udgøre 100 t.EUR.

Universitetet har indgået investeringsmanagementaftale med Danske Capital. Vi har fået oplyst, at det i aftalen med Danske Capital er fastlagt, at Justitsministeriets anbringelsesbekendtgørelse skal følges.

Vi har påset, at de af Danske Capital foretagne investeringer pr. 31. december 2015 følger universitetets investeringspolitik.

De finansielle indtægter fra såvel likvide beholdninger som værdipapirer udgjorde i 2015 samlet 1.811 t.kr. (2014: 2.263 t.kr.).

## 5.7 Kapitalandel i dattervirksomheder

IT-Universitetet har i overensstemmelse med "Tech-trans-loven" stiftet dattervirksomheden "ITU Business Development A/S". Dattervirksomheden er stiftet i 2014 med en samlet indskudt kapital på 5 mio. kr., som indregnes som et finansielt anlægsaktiv i balancen.

Dattervirksomhedens formål er at varetage aktiviteter i forbindelse med teknologioverførsel, herunder at stifte eller erhverve ejerandele i aktie- eller anpartsselskaber. IT-Universitetet har i 2015 overdraget en række teknologier til ITU Business Development med henblik på kommercialisering. Overdragelsessummen for de respektive teknologier er mellem parterne aftalt til 2/3 af fremtidige indtægter. I tillæg hertil har IT-Universitetet købt konsulentytelser fra ITU Business Development for cirka 0,3 mio. kr.

Aktivitet hos ITU Business Development for 2015 er fortsat i opstartsfasen, og investeringer er begrænset til stiftelse af iværksætterselskabet "Flow Robotics IVS". Flow Robotics IVS er stiftet den 8. december 2015 og forventes konverteret til et aktieselskab i løbet af 2016.

Det realiserede tab for 2015 på 507 t.kr. kan henføres til forventede opstartsomkostninger. Tabet anses af den daglige ledelse som en naturlig del af opstartsfasen, hvorfor der ikke er indikationer på nedskrivningsbehov på investeringen i dattervirksomheden.

Vi er enige i den regnskabsmæssige behandling og henviser desuden til årsregnskabet note 11 samt note 20.

## 5.8 Hensatte forpligtelser

Universitetet har i lighed med tidligere år indregnet en hensat forpligtelse til istandsættelse af IT-Universitetets lejede bygning på Rued Langgaards Vej. Forpligtelsen vil blive udløst ved fraflytning. Hensættelsen er opgjort på baggrund af estimerede istandsættelsesomkostninger pr. m<sup>2</sup> og prisindekseres årligt med 2,5 %. Hensættelsen pr. 31. december 2015 udgør 2.798 t.kr. (31. december 2014: 2.781 t.kr.).

Vi kan tilslutte os den regnskabsmæssige behandling.

## 5.9 Feriepengeforpligtelse

Universitetets feriepengeforpligtelse pr. 31. december 2015 udgør 20.532 t.kr. (31. december 2014: 21.570 t.kr.). Feriepengeforpligtelsen er opgjort i henhold til Moderniseringsstyrelsens vejledning til beregning af feriepengeforpligtelser og baseret på værdien af optjent ferie og feriefridage pr. 31. december 2015 ved afholdelse til den gennemsnitlige timeløn for ansatte ved IT-Universitetet.

Vi har gennemgået universitetets opgørelse af feriepengeforpligtelsen, hvilket ikke har givet anledning til bemærkninger.

## 5.10 Nærtstående parter

Vi har som led i revisionen påset, at ledelsen som krævet har implementeret forretningsgange og interne kontrolsystemer til sikring af, at transaktioner med nærtstående parter identificeres og præsenteres behørigt i årsregnskabet.

Direktionen har over for os bekræftet, at de i regnskabsåret realiserede transaktioner med nærtstående parter er behørigt oplyst og indgået på normale markedsvilkår.

Vi henviser til årsregnskabet note 20, der beskriver transaktioner med nærtstående parter.

### 5.11 Vederlag til direktion og bestyrelse

Der er i 2015 udbetalt 3,8 mio. kr. (2014: 3,9 mio. kr.) i vederlag til direktionen, der består af rektor Mads Tofte og universitetsdirektør Georg Dam Steffensen samt tidligere prorektor Jørgen Staunstrup, der i forbindelse med fratrædelse har modtaget udbetaling af åremålsbonus på 629 t.kr.

Der er pr. 31. december 2015 hensat bonus til direktionen vedrørende regnskabsåret 2015 på i alt 251 t.kr. (2014: 382 t.kr. vedrørende regnskabsåret 2014) samt hensat til åremålsbonus på 1.034 t.kr. (2014: 1.346 t.kr.).

Vi har påset, at de udbetalte vederlag til direktionen er i overensstemmelse med indgåede kontrakter og særskilte aftaler.

Vi har påset, at de udbetalte vederlag til bestyrelsen, 336 t.kr. (2014: 360 t.kr.), er i overensstemmelse med de honorarer, der er godkendt af Uddannelses- og Forskningsministeriet.

### 5.12 It-anvendelsen

#### *Revision af generelle it-kontroller*

Revision af anvendelsen af it-systemer er en integreret del af vores revision af årsregnskabet og omfatter revision af de generelle it-kontroller, som er betydende i forhold til universitetets evne til at kunne aflægge et retvisende årsregnskab.

Revision af generelle it-kontroller omfatter revision af følgende:

- ▶ It anvendelsen, herunder it-organisationen, it-sikkerhedspolitik og it-beredskabsplan
- ▶ Adgang til systemer og data
- ▶ Udvikling, vedligeholdelse og implementering af it-systemer
- ▶ Drift, overvågning og backup af it-systemer og data.

Ledelsen har over for os oplyst, at den finder de etablerede generelle it-kontroller passende under hensyntagen til universitetets aktivitet og risikoprofil.

Universitetet har etableret en backuppolitik, der muliggør backup af alle data på universitetet, herunder forskningsdata. Der er etableret et storage-miljø til opbevaring af forskningsdata, og vi har påset, at der dagligt tages backup heraf. It-sikkerhedspolitikken anfører, at det er de enkelte brugeres ansvar at sikre, at data arkiveres på serverne, således at der bliver taget backup heraf. Dette forhindrer dog ikke forskere i at opbevare forskningsdata på lokale fil-drev, der ikke er omfattet af backup.

Vi har i forbindelse med vores revision af anvendelsen af it-systemer ikke konstateret væsentlige svagheder i de af ledelsen etablerede generelle it-kontroller, og det er vores vurdering, at de etablerede kontroller understøtter vores finansielle revision.

Vi har for enkelte områder konstateret forhold, som har givet anledning til kommentarer. Disse kommentarer er rapporteret særskilt til it-ledelsen.

## 6 Ledelsesberetningen, målrapporteringen og hoved- og nøgletal

I tilknytning til revisionen af årsregnskabet har vi gennemlæst ledelsesberetningen, målrapporteringen og hoved- og nøgletal og

- ▶ sammenholdt oplysningerne heri med oplysningerne i årsregnskabet
- ▶ sammenholdt oplysningerne heri med den viden og de forhold, vi er blevet bekendt med i forbindelse med vores revision
- ▶ ud fra vores viden om regelgrundlaget taget stilling til, om der er fejl eller mangler i ledelsesberetningen og hoved- og nøgletal.

Vi har ikke foretaget nye, særskilte arbejdshandlinger i forbindelse med vores udtalelse om ledelsesberetningen og hoved- og nøgletal. Målrapporteringen er omfattet af forvaltningsrevision, jf. afsnit 7 nedenfor.

Det udførte arbejde har ikke givet anledning til bemærkninger.

## 7 Forvaltningsrevision

I henhold til "Aftale i henhold til rigsrevisorlovens § 9, stk. 1, om interne revisorer ved universiteterne" (§ 9-aftale) skal vores revision udføres i overensstemmelse med principperne for god offentlig revisionsetik. Dette medfører, at vi skal foretage forvaltningsrevision, hvor der foretages en vurdering af universitetets sparsommelighed, produktivitet og effektivitet.

I forbindelse med vores revision har vi foretaget en stikprøvevis bilagsgennemgang blandt andet med henblik på vurdering af rimeligheden af de afholdte omkostninger. Vores gennemgang har ikke givet anledning til bemærkninger.

IT-Universitetets produktivits- og effektivitetsmål er fastlagt i udviklingskontrakten gældende for 2015-17. Vi har som led i vores forvaltningsrevision foretaget en gennemgang af universitetets procedurer for dataindsamling og -behandling til brug for universitetets vurdering af, hvorvidt de fastsatte produktivits- og effektivitetsmål er overholdt. Vi har for udvalgte mål stikprøvevis gennemgået, hvorledes data indsamles og behandles, samt gennemgået dokumentationen for målene.

Vores gennemgang har ikke givet anledning til bemærkninger.

## 8 Øvrige forhold

### 8.1 Direktionens regnskabserklæring

I forbindelse med regnskabsaflæggelsen har vi indhentet en skriftlig erklæring fra direktionen om forhold af væsentlig betydning for årsregnskabet, ledelsesberetningen, målrapporteringen samt hoved- og nøgletal.

Den skriftlige erklæring omfatter årsregnskabet, herunder kapitalberedskab, oplysninger om pantsætninger og sikkerhedsstillelser, garantistillelser, retssager, besvigelser, transaktioner med nærtstående parter og begivenheder efter balancedagen, ikke-korrigerede forhold samt andre områder, hvor det er vanskeligt at opnå et revisionsbevis. Endvidere dækker direktionens regnskabserklæring de forhold, som ledelsesberetningen omhandler.

Den modtagne regnskabserklæring har ikke givet anledning til bemærkninger.

### 8.2 Ikke-korrigerede forhold

I henhold til internationale standarder om revision skal vi informere bestyrelsen om forhold, som ikke er korrigeret i det foreliggende udkast til årsregnskab, fordi direktionen vurderer dem som værende uvæsentlige både enkeltvis og sammenlagt for årsregnskabet som helhed.

Denne oplysning skal gives for at sikre, at bestyrelsen er orienteret om og kan tilslutte sig den af direktionen foretagne vurdering.

Der er ikke konstateret forhold, som ikke er indarbejdet i det foreliggende udkast til årsregnskab.

### 8.3 Risiko for besvigelser

Vi har planlagt og udført vores revision for at opnå høj grad af sikkerhed for, at årsregnskabet som helhed er uden væsentlig fejlinformation som følge af besvigelser eller fejl.

Vi har ikke under vores revision konstateret forhold, der kunne indikere eller vække mistanke om besvigelser af betydning for informationerne i årsregnskabet.

Direktionen har oplyst, at universitetets forretningsgange og interne kontroller inden for de væsentlige områder efter dens opfattelse anses for dækkende og velfungerende til imødegåelse af risikoen for besvigelser, herunder at der eksisterer passende funktionsadskillelse.

Direktionen har endvidere oplyst, at den ikke har kendskab til besvigelser eller igangværende undersøgelser af formodede besvigelser.

Som krævet af de internationale standarder om revision vil vi på bestyrelsesmødet den 14. april 2016 forespørge bestyrelsen, om den har kendskab til konstaterede eller formodede besvigelser.

#### 8.4 Overholdelse af lovgivningen

Vi har forespurgt direktionen, om alle kendte aktuelle eller potentielle overtrædelser af lovgivningen, der kan have væsentlig påvirkning på årsregnskabet, er oplyst under revisionen og er tilstrækkeligt indregnet og oplyst i årsregnskabet. Direktionen har over for os bekræftet, at der den bekendt ikke er forhold, der har betydning for årsregnskabet.

Vi er ikke i forbindelse med vores revision blevet bekendt med overtrædelser af regnskabslovgivningen og bogføringsloven eller anden lovgivning, der kan have væsentlig indvirkning på årsregnskabet.

#### 8.5 Begivenheder indtruffet efter balancedagen

Til sikring af at væsentlige begivenheder efter regnskabsårets udløb er præsenteret korrekt i årsregnskabet, har direktionen gennemgået og vurderet begivenheder indtruffet efter balancedagen.

Direktionen har oplyst, at der efter dens opfattelse ikke er indtruffet begivenheder efter balancedagen, som ikke er indarbejdet og tilstrækkeligt oplyst i årsregnskabet.

Vi er ikke under vores gennemgang blevet bekendt med begivenheder, som i væsentlig grad påvirker årsregnskabet, og som ikke er indarbejdet og tilstrækkeligt oplyst i årsregnskabet.

#### 8.6 Forsikringsforhold

Forsikringsforhold er ikke omfattet af revisionspligten. Direktionen har på vores forespørgsel bekræftet, at der under hensyntagen til, at universitetet er omfattet af Statens selvforsikringsprincip, er tegnet forsikringer i det omfang, lovgivningen tillader.

### 9 Andre erklæringer og bekræftelser

#### 9.1 Indhentede erklæringer og bekræftelser

Vi har indhentet en regnskabserklæring underskrevet af universitetets direktion.

Vi har endvidere indhentet advokatbreve og engagementsoversigter fra universitetets advokatforbindelser og banker.

Vores gennemgang af de indhentede erklæringer har ikke givet anledning til bemærkninger.

### 10 Afsluttende oplysninger m.v.

#### 10.1 Andre ydelser end revision

Vi har siden vores revisionsprotokollat af 16. april 2015 ud over lovpligtig revision efter anmodning udført følgende opgaver for universitetet:

##### *Erklæringer med sikkerhed*

- Afgivelse af erklæring på EU-projekt.

#### **Andre opgaver**

- Oversættelse af revisionsprotokollat for 2015 til engelsk.

#### **Sikkerhedsforanstaltninger**

Forinden accept af nævnte rådgivnings- og assistanceopgaver har vi særskilt vurderet betydningen heraf for vores uafhængighed.

Det er vores opfattelse, at de udførte opgaver enkeltvis og samlet er udført i overensstemmelse med gældende bestemmelser om revisors uafhængighed.

### **10.2 Bestyrelsens formelle pligter**

Vi har påset, at:

- der er udarbejdet en forretningsorden for bestyrelsen (senest dateret 19. september 2014)
- der føres forhandlingsprotokol for bestyrelsesmøder
- revisionsprotokollater underskrives af bestyrelsen.

#### **Bestyrelsens forhandlingsprotokol**

Vi har læst bestyrelsens forhandlingsprotokol frem til mødet den 19. november 2015. Gennemlæsningsen har ikke afdækket forhold, som ikke er behørigt medtaget i årsregnskabet.

### **10.3 Lovpligtige oplysninger**

I henhold til revisorloven og etiske regler for revisorer skal vi oplyse,

at vi opfylder de i lovgivningen indeholdte uafhængighedsbestemmelser, og

at vi har modtaget alle de oplysninger, der er anmodet om.

København, den 14. april 2016  
ERNST & YOUNG  
Godkendt Revisionspartnerselskab

Peter Gath  
statsaut. revisor

Margrethe B. Bergkvist  
statsaut. revisor

Siderne 157-167 er fremlagt på mødet den 14. april 2016.

I bestyrelsen:

.....  
Jørgen Lindegaard  
formand

.....  
Annette Stausholm

.....  
Maria Rørbye Rønn

.....  
Lars Mathiesen

.....  
David Basin

.....  
Irina Shklovski

.....  
Martin Kangas Christensen

.....  
Gabriele Zeizyte

.....  
Vytautas Davidavicius



COPY

# The IT University in Copenhagen

Rued Langgaards Vej 7, 2300 København S

CVR no. 29 05 77 53

## Long-form audit report

dated 14 April 2016

in respect of the financial statements for 2015

### Confidential

The following is a translation of an original Danish document. The original Danish document is the governing document for all purposes, and in case of any discrepancy, the Danish wording will be applicable.



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## 1 Conclusion regarding the audit of the financial statements for 2015

### 1.1 Introduction

We have been appointed auditors of The IT University in Copenhagen by the Board of Directors and therefore perform the internal audit at the University. We are responsible to the Board of Directors for the overall internal audit work at The IT University in Copenhagen.

As internal auditors of the University, we have audited the draft financial statements for 2015 presented by the Board of Directors and Management, prepared in accordance with the Danish Executive Order No. 598 of 8 March 2015 on the Grants and Auditing, etc., of Universities. In addition to our audit, we will provide a statement on the Management's review, performance reporting and financial highlights.

The financial statements show the following key figures:

DKK'000	2015	2014
Profit/loss on ordinary activities	18,745	-2,165
Profit for the year	20,554	97
Cash flows from operating activities	26,876	-14,366
Total assets	157,573	134,456
Equity	69,115	48,561

Our long-form audit report has been prepared solely for the use of the Board of Directors, the Ministry of Higher Education and Science and Rigsrevisionen (the office of the Auditor General of Denmark) and is not to be used by any other party or for any other purpose.

### 1.2 Conclusion regarding the audit

The objective and scope of the audit and the responsibility for the financial reporting are outlined in our long-form audit report dated 15 April 2011. We recommend all new members who joined the Board of Directors after that date to read our long-form audit report dated 15 April 2011. There have been no significant changes to roles and responsibilities since that date.

Our audit of the financial statements for 2015 has been performed accordingly and in accordance with International Standards on Auditing, generally accepted public auditing standards and additional requirements in accordance with Danish audit regulation.

If the Board of Directors approves the annual report in its present form, and provided no new material information is brought to our attention during the Board of Directors' discussion and approval of the annual report, we will issue an unqualified auditors' report with no emphasis of matter on the financial statements and a statement with no comments on the Management's review, performance reporting and financial highlights.

## 2 Significant findings and issues regarding the audit

Based on our audit, we wish to draw attention to the following significant findings and issues that, in our opinion, are relevant to the Board of Directors:

### 2.1 Changes to accounting policies

The income statement included in the financial statements for 2015 is classified by nature as opposed to preceding financial statements in which the income statement is classified by type. The change was made to comply with the format requirements laid down in the "Guidance on annual reports for government institutions" by the Danish Agency for the Modernisation of Public Administration.

We ensured that the comparative figures were correctly restated and that the change has been disclosed in the accounting policies.

### 3 Risk assessment

#### 3.1 Risk of material misstatement in the financial statements

We discussed with Management the risk of material misstatement in the financial statements and the measures taken by Management to manage these risks, including measures to prevent, detect and correct misstatements.

In this connection, we assessed entity level controls and controls in significant specific accounting areas.

Based on our discussions with Management and our knowledge of the University's activities and other matters, we did not identify any financial statement items which, in our opinion, are associated with a risk of material misstatement in the financial statements, whether due to fraud or error:

As part of our audit plan, we identified the following critical accounting and auditing matters that require special attention:

Financial statement item	Audit objectives
▶ Income from government budget appropriations	Completeness, accuracy and cut-off
▶ Wages and salaries as well as payroll-related costs	Completeness and accuracy
▶ Externally funded activities in progress and prepaid restricted grants	Completeness, accuracy and correct accrual of income and costs in the income statement as well as correct valuation
▶ Performance reporting	Correct follow-up on performance
▶ IT application and general IT controls	Data confidentiality and reliability

The financial statement items externally funded activities in progress and prepaid restricted grants are subject to significant estimates. An audit also includes assessing the reasonableness of the accounting estimates made. We focused on the estimates made in the financial statements for 2015.

Based on the assessed risks of material misstatement in the financial statements, we have developed our audit strategy and plan for 2015.

We performed our audit in accordance with the established audit strategy and plan.

### 4 Cooperation with the Auditor General

According to section 9 of the Danish Auditor General's Act, the Auditor General is responsible for the overall audit of the IT University of Copenhagen. We have been appointed as internal auditors by the Board of Directors.

In connection with our interim audit, we have presented our audit plan to the Auditor General. In connection with the completion of the audit of the financial statements for 2015, the Auditor General has examined our long-form audit report and planning memorandum. Our planning memorandum, including our internal quality controls, is expected to be examined by the Auditor General before the meeting of the Board of Directors.

## 5 Comments relating to the audit of the financial statements for 2015

### 5.1 Settlement with the Danish University and Property Agency

On 20 May 2015, the University concluded a new contract with the Danish University and Property Agency on the lease of rooms for teaching and research purposes. Under the contract, the yearly rent totals DKK 34 million, which is a considerable reduction compared with the former lease contract.

The rent will be adjusted as of 8 May 2013, which had a positive financial impact on the IT University in the amount of DKK 18.9 million for the period 8 May 2013 - 31 December 2015.

Considering the size and nature of the amount, the financial impact of the settlement reached is recognised as a separate line item in the income statement. We refer to the disclosures in note 4 to the financial statements.

### 5.2 Government budget appropriations

In 2015, income from government budget appropriations amounted to DKK 219.7 million (2014: DKK 215.7 million). We have examined the reconciliations prepared by the University of the recognised income from government budget appropriations, including reconciliation of the income to the government budget.

In addition to income from government budget appropriations, the IT University annually receives grants earmarked for students admitted for free university places and scholarships. The amount received is recognised in the balance sheet as a liability and is reduced as costs regarding free university places and scholarships are paid. For the financial year 2015, the IT University received DKK 1.6 million (2014: DKK 1.7 million) and paid costs regarding free university places and scholarships of approx. DKK 1.9 million.

Total unspent funds regarding free university places and scholarships amounted to a total of DKK 4.1 million 31 December 2015 of which DKK 2.2 million has been disposed of for ongoing free university places. The value of unspent funds thus totals DKK 1.9 million. Each year, the IT University grants free university places to qualified students based on a statement of savings and yearly appropriations for the free places scheme. We consider the level of unspent funds reasonable considering the yearly government grants for free university places and scholarships and the IT University's sequence for incurring earmarked funds for free place university students and scholarships.

### 5.3 Externally funded activities in progress

Externally funded activities in progress concern research activities for which the University receives private or public funds.

Costs incurred for the projects primarily relate to payroll costs paid by the University. If the University is entitled under the contract to include overheads for costs incurred, overheads are recognised as externally funded activities in progress.

The administration of projects is often subject to special rules on the calculation of costs eligible for grants, including registration of hours used for calculating payroll costs. As of 1 December 2015, the IT University implemented electronic time registration on all EU projects. The time registration is made electronically in the time registration system "mTime" and is considered a considerable improvement of the business procedure for the handling of externally funded activities in progress.

At 31 December 2015, no complete examination had been made of the financial consequences, if any, of differences between the special rules for calculating costs eligible for grants under the project agreements in question and calculated project balances.

The day-to-day management has informed us that any adjustments of project balances are considered insignificant as the registrations, including the calculation of overheads, support the project handling, and that other project costs are approved and recognised as the project is carried out. Consequently, the day-to-day management considers any differences between the most recent interim reporting to the coordinator and the balance at 31 December 2015 insignificant.

During 2015 we issued an assurance report on the interim financial statements for the EU project "Scalable Similarity Search". On the basis of the conclusions from our examination of the project, we agree that it should be expected that any differences as a result of incomplete examination of EU projects in progress at 31 December 2015 will be insignificant to the financial statements.

In connection with our audit, we examined selected contracts and ensured that overheads are only included if this is indicated in the contract. Moreover, we ensured on a sample basis that the University had received the prepayments and that the payroll costs attributable to the projects corresponded to the registrations in the payroll system.

#### 5.3.1 Provision for losses on projects

As in prior years, the value of externally funded activities in progress has been written down. The write-down method consists of a specific write-down on projects and a general provision.

At 31 December 2015, no specific write-downs had been made on the projects (31 December 2014: DKK 0). The University's Management has assessed that the project-specific risks are so modest that the financial consequences of onerous projects may be covered by the general provision.

As in 2014, the general provision for 2015 is determined at 3 % of total income from externally funded research activities, corresponding to DKK 770 thousand (2014: DKK 820 thousand). The percentage rate is determined based on the number of projects and complexity of agreements made, including special risks attached to EU projects. The general provision is reassessed each year.

Management assesses that the total write-down of DKK 770 thousand is appropriate and adequate to hedge the University's risk of losses on projects in progress at 31 December 2015.

We concur with the accounting treatment of externally funded activities in progress.

#### 5.4 Research infrastructure

As part of EU rules on government grants, the universities are on a yearly basis to prepare a description of the university's research infrastructure and assess whether the financial activity attached to the individual infrastructure relates thereto. Note 21 to the financial statements of the IT University discloses that the University complies with EU's rules for government grants on research infrastructure as the University has no research equipment which they lend to the business or industry.

As part of our audit, we assessed the register of non-current assets and accounts for investments written off, which did not give rise to any comments.

#### 5.5 Trade receivables, etc.

At 31 December 2015 trade receivables, etc., amounted to DKK 6,660 thousand in total at 31 December 2014: DKK 5,121 thousand).

In connection with our audit of trade receivables, we examined the aged debtors' listing and on a test basis verified documentation of subsequent payments. Write-down for bad debt losses has not been made as the University does not expect to incur any losses on these receivables.

We concur with the accounting treatment of trade receivables.

#### 5.6 Cash and securities

The University's cash amounted to a balance of DKK 26,939 thousand at 31 December 2015 (31 December 2014: DKK 18,599 thousand), and at 31 December 2015, securities amounted to DKK 106,997 thousand (31 December 2014: DKK 90,236 thousand).

According to the applicable investment policy of 26 October 2015, the investments of the University must be made in an investment framework with the following limits:

- ▶ 0-100% of the investment is made in the Danish bond market or the like
- ▶ 0-20% of the investment is made in other bonds

- ▶ 0-15 % of the investment is made in shares
- ▶ Cash funds must not exceed EUR 100 thousand.

The University has entered into an investment management agreement with Danske Capital. We have been informed that, in the agreement with Danske Capital, it has been agreed that the placement requirements of the Danish Ministry of Justice must be complied with.

We have ensured that the investments made by Danske Capital at 31 December 2015 comply with the investment policy of the University.

Financial income from cash as well as securities amounted to a total of DKK 1,811 thousand in 2015 (2014: DKK 2,263 thousand).

## 5.7 Investments in subsidiaries

In accordance with the Danish act to consolidate the law on the commercial activities of public research institutions and cooperation with foundations, the IT University formed the subsidiary ITU Business Development A/S. The subsidiary was established in 2014 with a contributed capital of DKK 5 million which is recognised as an investment in the balance sheet.

The purpose of the subsidiary is to manage activities in connection with technology transfer, including forming companies or acquiring shares in other companies. In 2015, the IT University transferred several technologies to ITU Business Development A/S for commercialisation purposes. The parties agreed on a purchase price for the technologies in question of 2/3 of future income. Moreover, the IT University acquired consultancy services from ITU Business Development A/S for approx. DKK 0.3 million.

ITU Business Development A/S' activities were still in the start-up phase in 2015, and investments are limited to the establishment of the entrepreneurial company Flow Robotics IVS. Flow Robotics JVS was established on 8 December 2015 and is expected to be converted into a public limited company during 2016.

The loss of DKK 507 thousand realised in 2015 is attributable to expected start-up costs. The day-to-day management considers the loss a natural consequence of the start-up phase, and therefore, there is no indication of impairment of the investment in the subsidiary.

We concur with the accounting treatment and also refer to notes 11 and 20 to the financial statements.

## 5.8 Provisions

As in previous years, the University has recognised a provision for leasehold improvements regarding the building leased by the University at Rued Langgaards Vej. The liability will be released on vacation of the premises. The provision has been calculated on the basis of estimated costs for improvements per sqm and is indexed by 2.5 per cent on an annual basis. At 31 December 2015 total provisions amounted to DKK 2,798 thousand (31 December 2014: DKK 2,781 thousand).

We concur with the accounting treatment.

## 5.9 Holiday allowance

At 31 December 2015 the University's holiday allowance amounted to DKK 20,532 thousand (31 December 2014: DKK 21,570 thousand). The holiday allowance has been calculated in accordance with the guidelines of the Danish Agency for the Modernisation of Public Administration from 31 December 2015 based on the value of holiday and extra holiday entitlements at 31 December 2015 of average payroll costs for employees at the IT University.

We have examined the University's calculation of the holiday allowance, which has not given rise to any comments.

## 5.10 Related parties

As part of our audit, we ensured that Management as required has implemented accounting and internal control systems that ensure identification and proper presentation of related party transactions in the financial statements.

The Management has confirmed to us that realised related party transactions have been appropriately disclosed and have been carried out on an arm's length basis.

We refer to note 20 to the financial statements, which describes related party transactions.

## 5.11 Remuneration of the Board of Directors and Management

In 2015, remuneration of the Management of DKK 3.8 million (2014: DKK 3.9 million) was recognised, including Vice Chancellor Mads Tofte and Head of Administration Georg Dam Steffensen as well as the former Provost Jørgen Staunstrup, who received a fixed-term employment bonus of DKK 629 thousand in connection with termination of employment.

At 31 December 2015 bonus had been provided for the Management regarding the 2015 financial year totalling DKK 251 thousand (2014: DKK 382 thousand regarding the 2014 financial year) and DKK 1,034 thousand for fixed-term employment bonus (2014: DKK 1,346 thousand).

We have ensured that the remuneration of Management is in accordance with existing contracts and separate agreements.

We have ensured that the remuneration of the Board of Directors of DKK 336 thousand (2014: DKK 360 thousand) is in accordance with the remuneration approved by the Danish Ministry of Higher Education and Science.

## 5.12 IT

### *Audit of general IT controls*

The audit of the application of IT systems is an integral part of our audit of the financial statements and includes an audit of general IT controls which are important for the University's ability to present financial statements that give a true and fair view.

Audit of general IT controls includes an audit of the following areas:

- ▶ The IT application, including the IT organisation, IT security policy and IT contingency plan
- ▶ Access to systems and data
- ▶ Development, maintenance and implementation of IT systems
- ▶ Operation, monitoring and backup of IT systems and data.

Management has informed us that it finds the established general IT controls appropriate considering the operations and risk profile of the University.

The University has established a backup policy which facilitates backup of data at the University, including research data. A storage environment has been created for preserving research data, and we have ensured that backup procedures are carried out on a daily basis. According to the IT security policy, the individual users are responsible for ensuring that data is filed on the servers so that it will be backed up. However, this does not prevent researchers from storing research data on local drives that are not backed up.

In connection with our audit of the use of IT systems, we did not identify any material weaknesses in the general IT controls established by Management, and we assess that the established controls support our financial audit.

For some areas, we identified matters that have given rise to comments. These comments are reported separately to the IT Management.



## 6 The Management's review, performance reporting and financial highlights

In addition to our audit of the financial statements, we have read the Management's review, performance reporting and financial highlights and

- ▶ compared the information therein to the information in the financial statements,
- ▶ compare the information therein to the knowledge and the matters that we became aware of during our audit,
- ▶ based on our knowledge of rules and regulations, considered whether there are errors or omissions in the Management's review and financial highlights.

We did not perform new specific procedures in connection with our statement on the Management's review and financial highlights. Performance reporting is comprised by the performance audit, see Section 7 below.

The work performed has not given rise to any comments.

## 7 Performance audit

According to "Agreement pursuant to section 9(1) of the Danish Auditor General's Act on Internal Auditors at Universities" (section 9 agreement), we are to perform our audit in accordance with generally accepted public auditing standards. Accordingly, we are to conduct a performance audit that includes our assessment of the economy, productivity and efficiency of the University.

In connection with our audit, we examined vouchers on a sample basis for the purpose of assessing the reasonableness of the costs incurred. Our examination has not given rise to any observations.

The productivity and efficiency performance of the IT University are set out in the development contract effective for 2015-2017. As part of our performance audit, we examined the procedures of the University for data gathering and processing for the University's assessment as to whether the productivity and efficiency performance set out has been complied with. We examined the guidelines for data gathering and processing and examined the documentation of selected performance targets on a sample basis.

Our examination has not given rise to any observations.

## 8 Miscellaneous items

### 8.1 The Management's representation letter

In connection with the financial reporting, we have obtained a representation letter signed by Management on matters that materially affect the financial statements, the Management's review, performance reporting and financial highlights.

The representation letter covers the contents of the financial statements, including capital resources, information about charges and security, guarantees, legal proceedings, fraud, related party transactions, events after the balance sheet date, summary of uncorrected misstatements and other audit areas where sufficient appropriate audit evidence is difficult to obtain. In addition, the representation letter covers the matters that the Management's review deals with.

We have no comments on the representation letter obtained from Management.

### 8.2 Uncorrected misstatements

In accordance with International Standards on Auditing, it is our duty to inform the Board of Directors of any misstatements which have not been corrected in the draft financial statements, as the effects of these, in the opinion of the Management are immaterial, both individually and in the aggregate, to the financial statements taken as a whole.

The purpose of this information is to ensure that the Board of Directors is aware of and agrees with the Management's assessment.

No misstatements were identified which have not been corrected in the draft financial statements.

### 8.3 Risk of fraud

We have planned and performed our audit to obtain reasonable assurance as to whether the financial statements are free from material misstatement, whether due to fraud or error.

During our audit, we did not identify any matters indicating or raising suspicion of material misstatement of the disclosures in the financial statements due to fraud.

The Management has informed us that, in its opinion, the Company's business procedures and internal controls in the identified risk areas are adequate and effective to address the risk of fraud, and that appropriate segregation of duties has been established.

Further, the Management has informed us that it is neither aware of any fraud nor of ongoing investigations of suspected fraud.

As required by International Standards on Auditing, at the board meeting on 14 April 2016, we will ask the Board of Directors whether it has any knowledge of identified or suspected fraud.

### 8.4 Compliance with legislation

We made inquiries to the Management as to whether it has disclosed to us any actual or possible non-compliance with laws and regulations of importance to the financial statements during the audit and any non-compliance and resulting implications have been adequately recognised and disclosed in the financial statements. The Management has declared that it is not aware of any matters of importance to the financial statements.

We are not aware of any non-compliance with Danish accounting legislation and the Danish Bookkeeping Act or other legislation that may materially affect the financial statements.

### 8.5 Events after the balance sheet date

The Management has examined and assessed events after the balance sheet date for the Company to ensure that all material events after the balance sheet date have been properly disclosed in the financial statements.

In this connection, we have been informed by the Management that, in its opinion, all events that have arisen after the balance sheet date have been included and properly disclosed in the financial statements.

Apart from the information already included and properly disclosed in the financial statements, we found no evidence of events after the balance sheet date that materially affect the financial statements.

### 8.6 Insurance

Insurance matters are not covered by our audit obligations. At our request, the Management has confirmed that, taking into account the fact that the University is covered by the central government's self-insurance principle, insurance has been taken out to the extent authorised by legislation.

## 9 Other statements and confirmations

### 9.1 Statements and confirmations obtained

We have obtained a representation letter signed by the University's Management.

Moreover, we have obtained attorney's letters and bank statements from the University's attorneys and banks.

Our examination of the statements and confirmations obtained did not give rise to any comments.

## 10 Other disclosures, etc.

### 10.1 Non-audit services

In addition to the work performed in connection with our statutory audit, subsequent to the long-form audit report dated 16 April 2015, we have upon request assisted the University with the following:

#### *Assurance engagements*

- ▶ Issue of assurance report on EU project.

#### *Other assistance*

- ▶ Translation of the long-form audit report for 2015 into English.

#### *Safeguards*

Prior to accepting and providing the above services and assistance, we assessed any conflicts with independence requirements.

In our opinion, the services and assistance, both individually and in the aggregate, have been provided in compliance with applicable independence requirements.

### 10.2 The Board of Directors' duties

We ensured that:

- ▶ an order of business for the Board of Directors has been prepared (last dated 19 September 2014)
- ▶ the minutes of the meetings of the Board of Directors are prepared and kept
- ▶ the long-form audit reports are signed by the Board of Directors.

#### *Minutes of the meetings of the Board of Directors*

We have read the minutes of the meetings of the Board of Directors up to the meeting on 19 December 2015. We are not aware of any matters which have not been properly disclosed in the financial statements.

### 10.3 Statutory disclosures

In accordance with the Danish Act on Approved Auditors and Audit Firms and the Code of Ethics for Professional Accountants, we represent

that we comply with the independence requirements of Danish legislation, and

that we have received all the information we requested.

Copenhagen, 14 April 2016  
ERNST & YOUNG  
Godkendt Revisionspartnerselskab

Peter Gath  
State Authorised Public Accountant

Margrethe B. Bergkvist  
State Authorised Public Accountant

Pages 157-167 were presented at the meeting on 14 April 2016.

Board of Directors:

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Jørgen Lindegaard  
Chairman

.....  
Annette Stausholm

.....  
Maria Rørbye Rønn

.....  
Lars Mathiesen

.....  
David Basin

.....  
Irina Shklovski

.....  
Martin Kangas Christensen

.....  
Gabriele Zeizyte

.....  
Vytautas Davidavicius



IT-Universitetet i København  
Att: Bestyrelsen

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Tlf. 33 92 84 00  
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www.rigsrevisionen.dk

### Afrapportering af årsrevisionen af IT-Universitetet i Københavns (ITU) regnskab for 2015

7. april 2016

1. Til brug for bestyrelsens behandling af ITU's årsrapport for 2015 fremsender Rigsrevisionen hermed sin afrapportering af årsrevisionen vedrørende regnskabsåret 2015.

10. kontor

J.nr.: 3967

2. Rigsrevisor har den 24. juni 2014 indgået aftale med uddannelses- og forskningsministeren om, at revisionsopgaven varetages i et nærmere fastlagt samarbejde mellem rigsrevisor og en intern revision (institutionsrevision), jf. LBK nr. 261 af 18. marts 2015 om lov om universiteter § 28, stk. 3 og rigsrevisorlovens § 9.

Til orientering for: Uddannelses- og  
Forskningsministeriet, Styrelsen for  
Videregående Uddannelser og in-  
stitutionsrevisor EY

3. Efter aftalen har Rigsrevisionen ansvaret for den samlede revision af ITU i henhold til rigsrevisorloven, mens institutionsrevisor over for ITU's bestyrelse har ansvaret for den interne revisionsindsats på ITU og afgiver påtegning herom på ITU's årsrapport.

#### Ledelsens ansvar for årsrapporten

4. Ledelsen har ifølge Bekendtgørelse nr. 598 af 8. marts 2015 om tilskud og revision mv. ved universiteterne (tilskudsbekendtgørelsen) ansvaret for opstilling og aflæggelse af årsrapport i henhold til Lov om statens regnskabsvæsen mv. og krav ifølge Finansministeriets Økonomisk Administrative Vejledning.

Ved påtegning af årsrapporten har ledelsen tilkendegivet:

1. at årsrapporten er rigtig, dvs., at årsrapporten ikke indeholder væsentlige fejlinformationer eller udeladelser, herunder at måloppstillingen og målrapporteringen i årsrapporten er fyldestgørende,
2. at de dispositioner, som er omfattet af regnskabsaflæggelsen, er i overensstemmelse med meddelte bevillinger, love og andre forskrifter samt med indgåede aftaler og sædvanlig praksis, og

3. at der er etableret forretningsgange, der sikrer en økonomisk og hensigtsmæssig forvaltning af de midler ved driften af de institutioner, der er omfattet af årsrapporten.

Årsrapporten underskrives af universitetets bestyrelse og af rektor, jf. LBK nr. 261 af 18. marts 2015 om lov om universiteter § 28, stk. 5.

#### **Den udførte revision**

5. Rigsrevisionens afsluttende årsrevision har for regnskabsåret 2015 omfattet en gennemgang og vurdering af ITU's årsrapport, herunder det finansielle regnskab og målrapportering. Ved revisionen er det påset, at årsrapporten er udarbejdet i overensstemmelse med tilskudsbekendtgørelsen samt Moderniseringsstyrelsens vejledning om udarbejdelse af årsrapport fra januar 2016, hhv. brev til universiteterne fra Styrelsen for Videregående Uddannelser om årsrapport 2015 m. bilag af 17. december 2015, samt skrivelse om opdatering af hovednøgletaloversigten i universiteternes årsrapport af 18. januar 2013.

6. Det er Rigsrevisionens vurdering, at årsrapporten er udarbejdet i overensstemmelse med reglerne i tilskuds- og revisionsbekendtgørelsen samt styrelsens krav i førnævnte breve. Herudover følger årsrapporten i tilpas omfang Moderniseringsstyrelsens vejledning, hvor det er relevant

7. Det er Rigsrevisionens vurdering, at der i ledelsesberetningen er foretaget en tilfredsstillende afrapportering af økonomiske og faglige resultater,

8. ITU redegør for status for alle mål i udviklingskontrakten i afsnittet om målrapportering. ITU har angivet, at 10 af udviklingskontraktens mål blev opfyldt, 1 er delvist opfyldt, 1 er ikke opfyldt, og der er ingen mål, der ikke kunne opgøres.

I årsrapporten angives mål 12 som opfyldt, selvom ITU ikke har modtaget de data, der ligger til grund for opgørelsen, fra Styrelsen for Forskning og Innovation. Målet kan således ikke opgøres, hvilket Rigsrevisionen finder ikke er i overensstemmelse med Uddannelses- og Forskningsministeriets retningslinjer for målvurdering.

9. Rigsrevisionen skal desuden fremhæve følgende fra årsrapporten:

- Revisionspåtegningen afgives uden forbehold eller supplerende oplysninger.
- Institutionsrevisors udtalelse om ledelsesberetningen, inkl. hoved- og nøgletal, supplerende regnskabsoplysninger samt målrapportering om udviklingen afgives uden bemærkninger.

- ITU fik et overskud på 20,6 mio. kr. på den ordinære drift mod et forventet underskud på 1,8. mio. kr. ITU har oplyst, at overskuddet primært skyldes, at ITU har indgået forlig til en værdi af 18,9 mio. kr. med Bygningsstyrelsen. Forliget indebærer, at ITU har fået tilbagebetalt 11,4 mio. kr. for tidligere år, og 7,5 mio. kr. for 2015.
- Omsætningen af eksterne forskningsmidler blev 8,8 mio. kr. lavere end budgetteret for 2015.
- ITU budgetter med et underskud for 2016 på 9,5 mio. kr., da man planlægger et øget optag fra efteråret 2016 på de eksisterende uddannelser. Samtidig forbereder ITU et udbud af ny it-uddannelse fra 2017, forudsat at ministeriets godkendelse opnås.

#### *Temarevision om universiteternes investeringer i anden virksomhed*

Rigsrevisionen har i 2015 udført temarevision om universiteternes investeringer i anden virksomhed. Revisionen pågår fortsat, og vil blive afrapporteret særskilt til ITU.

#### *Tværgående bidrag om udbetaling af store engangsvederlag på universiteterne*

I øjeblikket pågår en kortlægning af store engangsvederlag m.m. i 2015 på udvalgte løndele til medarbejdere på universiteterne. Undersøgelsen omfatter bl.a. gennemgang af udbetalinger og lønpolitik mv. ved ITU, og vil evt. blive afrapporteret i Rigsrevisionens beretning om revisionen af statsregnskabet for 2015.

#### **Rigsrevisionens samarbejde med institutionsrevisor**

Med udgangspunkt i § 9-aftalen mellem rigsrevisor og uddannelses- og forskningsministeren, har samarbejdet med institutionsrevisor vedrørende revisionen i 2015 omfattet en gennemgang af institutionsrevisors planlægning, gennemgang af institutionsrevisors afrapportering/revisionsprotokol mv. samt løbende dialog med institutionsrevisor. I forbindelse med vores gennemgang af revisionsprotokollen har vi indhentet supplerende oplysninger. For at understøtte vores vurdering af institutionsrevisors arbejde og konklusioner, gennemgår vi institutionsrevisors dokumentation for den interne kvalitetssikring.

Rigsrevisionen har endvidere påset, at institutionsrevisor har foretaget en vurdering af, om oplysningerne i årsrapporten om mål og resultater er dokumenterede og dækkende for ITU.

Rigsrevisionen skal fremhæve følgende fra revisionsprotokollen:

- ITU har med virkning fra 1. december 2015 iværksat elektronisk tidsregistrering på EU-projekter i systemet mTime, hvilket anses for en væsentlig forbedring af forretningsgangen for håndtering af igangværende tilskudsaktiviteter.

- ITU's likvide beholdninger er steget til 26,9 mio. kr. fra 18,6 mio. kr. i 2014. Beholdningen af værdipapirer er steget til 107 mio. kr. fra 90,2 mio. kr. De finansielle indtægter fra likvider og værdipapirer faldt til 1,8 mio. kr. fra 2,3 mio. kr. i 2014.

### **Konklusion**

Rigsrevisionen er i øvrigt generelt enig i institutionsrevisors vurderinger og anbefalinger. Samarbejdet med institutionsrevisor har været tilfredsstillende, og det er Rigsrevisionens vurdering, at vi kan basere vores vurdering af årsrapporten på institutionsrevisors arbejde.

Såfremt der ikke inden og under bestyrelsens behandling og vedtagelse af årsrapporten på bestyrelsesmødet den 14. april 2016 fremkommer yderligere væsentlige oplysninger eller ændringer, og institutionsrevisors revisionsprotokol underskrives i den foreliggende form, er dette brev endeligt i forhold til ITU's årsrapport 2015.

Rigsrevisionen skal oplyse, at resultaterne af den udførte revision vedrørende ITU og de øvrige universiteter vil indgå i den samlede rapportering om revisionen af universiteternes årsrapporter for 2015 i Rigsrevisionens beretning til statsrevisorerne om revisionen af statsregnskabet for 2015. Beretningen om revisionen af statsregnskabet vil i år blive behandlet på statsrevisorernes møde i september måned.

Med venlig hilsen

Tina Møllerup Laigaard / Jannik Dalgaard  
kontorchef specialkonsulent



### Follow-up on the Strategic Target for 2015

Follow-up on target performance regarding the Boards strategic target for 2015.  
Follow-up at 31 December 2015.

#### 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
S1/T13	The number of persons who the IT University of Copenhagen admits on a Master's or Diploma programme is going to be at least 110 in 2015, 170 in 2016 and 190 in 2017.	The number of persons who the IT University admits on Master's or Diploma programmes is 121 in 2015.	



# APPLICATION FOR RE-ACCREDITATION OF THE IT-UNIVERSITY OF COPENHAGEN

1 March 2016



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# 1. Introduction

In 2014, the IT-University of Copenhagen (ITU) received a conditionally positive institutional accreditation. Since then ITU has worked towards solving the issues raised by the Accreditation Panel and the Accreditation Council. The application for re-accreditation of the institution addresses the issues mentioned in the letter of decision from the Accreditation Council.

## The Process in Brief

During the first quarter of 2015 the Group of Managers<sup>1</sup> held several meetings where the issues raised by the Accreditation Panel and Accreditation Council and the approach to addressing them were discussed.

The letter of decision was reviewed and the objections broken down into nine overall issues:

1. Ability to execute
2. Diverse student body
3. Research base in teaching
4. Relevance and unemployment
5. Employers' panels
6. Student evaluations of projects, theses and programmes
7. Organization of quality assurance work
8. Information flow and reporting
9. Evaluation of programmes

The first issue (Ability to execute) has functioned as an overall programme management track overseeing the entire process during the conditionally positive accreditation period, collecting documents and making sure deadlines were met.

Issue 2 through 8 were organized as projects, each with a person or collegial body responsible for the process of addressing the issue, involving the relevant staff members and developing meaningful initiatives to solve the issues raised. In January 2015, the Group of Managers discussed a first version of goals for what quality improvements needed to be achieved within the nine issues. The project managers were given the task of drafting a document, which refined the goals. An example is enclosed (Issue 3 – Research Based Teaching, appendix 1). In March 2015, the Group of Managers met and discussed the revised goals and gave input to the project managers. The projects ran throughout the rest of the year with regular meetings between the project managers and Executive Management. Processes and initiatives were developed during the year and implemented as soon as it was possible and feasible.

An important objective was to develop and enhance the key elements of the quality assurance system, i.e. the Quality Policy and the information and reporting system associated with it. The goal was to develop the existing Quality Policy and quality assurance system into a coherent system where all the relevant information on educational quality is processed together in its totality. Another key objective was improvement of the processes concerning the research base of the study programmes.

## The Structure of the Application

The application falls in three parts:

1. The first part (chapter 2) is the Vice Chancellors remarks on the process since receiving the letter of decision and the new quality assurance system.

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<sup>1</sup> For a list of key management groups and their members as well as abbreviations commonly used at ITU, please refer to chapter 11.

2. The second part (chapter 3) describes the new Quality Policy and the reporting system associated with it. This part covers issue 7 and 8 of the nine issues mentioned above. It also explains the process through which the Quality Policy was developed.
3. The third part (chapters 4 – 9) cover issue 2 – 6 and 9 of the above-mentioned issues. The issues are treated separately. In all chapters the process of working on the issue, the initiatives and the experiences so far with the initiatives are presented.

We do not document track 1, i.e. work on issue 1, separately in the application. Track 1 was a programme management track with a very large number of meetings and documents, some of which existed in a considerable number of evolving versions. Key in the programme management was a programme manager from the Project Management Office, who followed up closely with those responsible for the eight other tracks. At the end of the day, ITU's ability to execute must be judged on the substance or otherwise of ITU's follow-up actions on the other eight issues. Therefore, we concentrate on issues 2 to 9 in this application, summarising for each of the eight issues how we have worked on it.

Updated key figures on progress of studies, employment/unemployment and drop out are enclosed (Key Figures - Commented, appendix 2). Key figures for the VIP/DVIP-ratios and comments on the figures are also included in an appendix (VIP/DVIP-ratios 2014-2015, appendix 3).

To give a brief overview of the changes made in the quality assurance system and the initiatives taken in order to handle the issues raised, ITU has produced a table showing the relation between the letter of decision, the actions taken by ITU and where they are anchored in the quality assurance system (Overview – the 9 issues and Letter of Decision, appendix 4).

### [A Tried and Tested Practice](#)

The conditionally positive accreditation period was two years. As the reaccreditation, process has to be completed within the period, in reality ITU has only had 12-15 months to work on the issues raised by the Accreditation Panel and Accreditation Council. Obviously, this sets a limit to what it is possible to achieve. It also makes it difficult to properly test new procedures and processes in practice and be able to document a tried and tested practice. That being said, ITU has done its utmost to test new initiatives in practice and collect the experiences prior to handing in the application. Procedures and initiatives have been implemented as soon as possible during 2015 in order to improve quality assurance and gain as much experience as possible before applying for re-accreditation.



## 2. Introduction by the Vice Chancellor

Disappointment. That was the initial reaction with which we received the outcome of the first application for institutional accreditation for the IT University of Copenhagen, namely a conditionally positive accreditation.

However, disappointment quickly gave way to reflection and appreciation. I met with all ten Heads of Study Programme, one by one, and asked them whether they could recognize the issues listed in the accreditation report. They could, indeed we all recognised and appreciated the thoroughness and insight evident in the Accreditation Panel's work.

Reflection and appreciation in turn paved the way for determination to put into operation new standards and procedures that would support a coherent, bottom-up quality system unlike anything the university had seen before.

There has been two main thrusts of that effort.

First, the work has involved a very large number of *people*, both inside and outside the university. For example, during 2015, the university has replaced its Employers' Panel with seven *Programme-Specific Employers' Panels* and an overarching *Executive-level Employers' Panel*, totalling more than eighty employer representatives, all with first-hand experience of employing graduates. The Programme-Specific Employers' Panels have met with the Heads of Study Programme and the engagement level of both Heads of Study Programmes and members of the Employers' Panels is strong.

Still within the *people* thrust, Heads of Study Programmes have taken on a significant number of new quality-related tasks, from interaction with the Employers' Panels over analysis of admission results to structured reporting and discussion with the Education Group<sup>2</sup> about the status of the quality of their programmes.

The Department Management now plan faculty recruitment four semesters into the future, which has already led to concrete recruitment decisions. The Board of Directors have made strategic decisions that have been translated into changed budgets and an increase in faculty positions in certain areas.

Second, the effort has involved a large effort in terms of *formalising structures*, more precisely, formalising *concepts, standards and processes*. What used to be a somewhat overwhelming set of strategy documents all relating to education at ITU (ITU Strategy; ITU Education Strategy; Development Contract; and Quality Policy) have been condensed into *one* document, ITU's new *Quality Policy*. The Quality Policy defines *decidable quality standards* for all three aspects of ITU's vision for what constitutes an ideal study programme (admission; teaching and learning; and relevance and employment).

Underlying the Quality Standard is a specification of more than one hundred (*quality*) *work processes*. A new *Annual Wheel* details the timing and information flow between these processes. The processes have been designed to support a bottom-up quality structure, where information and action plans flow from Heads of Study Programme to the Education Group to Executive Management to the Board or Directors. Elected bodies are involved in hearing and approval at crucial, well-defined points in the processes, thereby also making involvement of elected students and faculty more systematic and frequent.

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<sup>2</sup> The Education Group consists of: Head of Department, Head of Studies, Head of Student Affairs and Programmes, Head of Communication and Head of Research & Learning Support.

The Quality Standards refer to a certain set of *Primary Quality Data*, which are calculated by the Analysis Unit<sup>3</sup> according to university-wide, agreed definitions of concepts. For example, the university now has one and only one definition of the concept of *VIP/DVIP ratio* and all standards and reports refer to that same definition. ITU has defined standards for the *VIP/DVIP ratio* for the institution as a whole and for the maximum variation of the *VIP/DVIP ratio* across study programmes. Moreover, ITU has defined targets for increases of the *VIP/DVIP ratio* to a ratio of 3:1 in 2018. We believe that a ratio of 3:1 is suitable for ITU, since exposure to professional practices is, and should remain, an important part of all study programmes.

The Analysis Unit inserts Primary Quality Data into several different types of *Report Templates*. These Report Templates are the shared “data structures” of key parts of the quality system. The set of templates includes templates for annual reports from the Heads of Study Programmes to the Education Group; from the Education Group to Executive Management; from Programme-Specific Employers’ Panels to the Executive-level Employers’ Panel; and from the Executive-level Employers’ Panel to the Executive Management and the ITU Board of Directors. The template design is directly derived from the Quality Standards of the Quality Policy, so that we make sure that if one fills out the form, one reports on all relevant standards.

The two thrusts of work (*people* and *structure*) have been closely linked. During 2015, the actual stakeholders have tested several of the processes described in the Quality Policy, using trial versions of the Report Templates. The 2016 Quality Policy contains many changes to previous drafts of the Quality Policy as a result of experience gained and feedback provided in these trials. Judging by the feedback from those involved in the trials, this alternation between practice and formalisation of systems works well and I look forward to the continued application of that method of work in 2016 and thereafter.

Also during 2015, we have developed processes and templates for student evaluations of student projects and of entire programmes and signed a contract with an external IT supplier for the delivery of the IT systems involved. The processes and new IT systems will be tried out for the first time during 2016.

The concept for programme reviews was revised during 2015 and two programme reviews were carried out.

Finally, the Quality Policy now contains concrete principles and procedures concerning *student diversity*. More importantly, perhaps, the work on student diversity has led to the realisation that there is a big difference between what we now refer to as *Progression Diversity* and *Diversity of Professional Disciplines*, respectively. Progression Diversity is an unfortunate form of diversity, which is best minimised through structural changes. Diversity of Professional Disciplines, however, is a valuable form of diversity, which the university must continue to support. This realisation came rather late in the process, so students will not have experienced many changes yet, but a policy paper that sets a clear direction for future work now exists (see chapter 4).

I would like to thank the more than one hundred individuals who, during the past year, have taken on new quality-related tasks, be they faculty, students, administrators or external stakeholders in the Employers’ Panels. Thank you for not dismissing this effort as a bureaucratic exercise, even in the face of many new processes and documents. Thank you for engaging in a process of genuine organisational change, rooted in a shared commitment to quality in education.

To the Accreditation Panel: We look forward to your assessment of the changes we have made.

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<sup>3</sup> The Analysis Unit is an administrative unit at ITU that delivers key figures for all departments.



### 3. The Quality Assurance System

#### Extracts from the Letter of Decision

*"... the Head of Studies ... is the link between all the education activities, the Management and the Quality Organization (the Education Group). The obvious risk here is that this makes the system very vulnerable because it relies so much on just one person. ... ITU could benefit from a more systematic and institutionalized approach to quality assurance which can support and further develop the bottom-up quality culture."*

#### Introduction

Following the conditionally positive institutional accreditation the Executive Management at ITU decided to modify the quality assurance system in order to establish a coherent system where all relevant information on educational quality is gathered systematically and treated together in a systematic way and where responsibility for taking action is allocated in a clear manner.

While drawing on previous policies, procedures and practices, the process has resulted in a new Quality Policy and a number of changes made to the existing processes and procedures of quality assurance. The policy and changes play an important part in meeting the objectives in the letter of decision from the Accreditation Council and are therefore examined in a separate part of the application (the chapter covers issue 7 and 8 of the 9 issues mentioned in the Introduction).

The quality assurance system maintains the ITU principle of decentral handling of quality issues, meaning that all problems and issues are dealt with at the lowest possible level in the organization, depending on the nature and gravity of the issue. E.g., the course responsible teacher handles issues regarding textbooks while the Department Management addresses issues concerning the research-base. Decisions are escalated to the next level up only when the current level does not have the authority to make a decision.

The chapter is concluded with an example on how the new Quality Policy and its reporting system works and that it has effect. The procedures in the quality system are followed and if a problem is identified it is reported and action taken by the relevant management level.

#### Developing the New Quality Policy

The new Quality Policy was adopted on 30<sup>th</sup> November 2015 (Quality Policy, appendix 5). During 2015, the quality assurance system worked according to the previous system but from late spring and over the fall 2015 several of the procedures and activities under the new Quality Policy and quality assurance system were implemented on a test basis. This applies to (among others) meetings with the Programme Specific Employers' Panels, Admission Memo, Study Programme Report, Education Portfolio Report, the four-semester course manning plan and the four-semester recruitment plan (all are explained either below or in another chapter).

Following the initial meetings and discussions in the Group of Managers during the first quarter of 2015, in May 2015 Executive Management visited University of Southern Denmark seeking inspiration. After the visit, the Vice Chancellor decided to develop a new Quality Policy at ITU. The aims were to:

- Reduce the number of goals accumulated in ITU's Education Policy 2012-2016; overall ITU Strategy 2012-2015; and Quality Policy into a manageable set of goals contained in a new Quality Policy.
- Link the Quality Policy's Quality Standards closely to work processes through which they would be checked and issues detected and addressed in a systematic manner.

- Unify all the different management goals concerning ITU's study programmes (which ranged from development contract to quality policy) into a single set of goals, shared by all levels in the organisation.

The first draft of the new Quality Policy was discussed within Executive Management and with the Head of Department and the Head of Studies in May 2015. The uniform feedback was that it had the potential of becoming a major improvement. The Vice Chancellor continued drafting the Quality Policy, drawing on input provided by the Group of Managers in March 2015 (see the Introduction). The Vice Chancellor consulted the Quality Coordinator in June 2015 in order to make sure the Quality Policy met the ESG and the Danish Accreditation Institution's Guidelines. This led to further changes and additions.

At the end of June 2015, the draft for the new Quality Policy was discussed among the Group of Managers who strongly supported the approach taken in the policy document. The group agreed that the Quality Standards (explained below) would be refined by the projects managers for the nine issues identified from the letter of decision (see the Introduction). For example the Department Management would define a VIP/DVIP-ratio and develop the quality assurance procedures for it. The Vice Chancellor maintained an editorial role. A table shows the main contributors to the Quality Standards (Quality Standards, Main Contributors, appendix 6)

Between July and mid-September, the Board of Studies and Subject Area Teams (SAT) were heard on the Quality Policy. Input was also requested from the Head of Student Affairs and Programmes, Head of Department and Head of Research & Learning Support. At this stage, the Quality Policy began to be tested in practice when parts of it were implemented.

The first round of Study Programme Reports were carried out, followed by a trial run of the Study Programme Quality Status Meetings (one for each of the 10 study programmes), leading to a trial run of the Education Portfolio Report process and the Portfolio Quality Status Meeting between the Education Group and the Executive Management (all processes are explained below). These trial runs of some of the key processes in the Quality Policy gave very valuable information on how to further improve the policy. The new Employers' Panels were put together and the first meetings held during fall 2015 (see chapter 7).

Throughout the hearings and trial runs, the Vice Chancellor received input for changes and edited subsequent versions of the Quality Policy after having discussed the changes with those who requested them.

In November 2015, the Vice Chancellor and faculty held a meeting where the new quality assurance system was presented. In addition, two Heads of Study Programme and a Head of Section gave an account on their experiences with the first trial runs of using the Quality Policy processes (the Study Programme Report, Quality Status Meeting, the interaction with the new Employers' Panels and the new four semester course manning process). Faculty gave positive feedback.

Students were involved in the process through their elected representatives in the Subject Area Teams, the Board of Studies and the Board of Directors, all of whom saw and commented on various versions of the Quality Policy during the year.

On 30 November 2015, Executive Management approved and signed the final version (version 6 and final) of Quality Policy 2016.

Alongside the Quality Policy, the Vice Chancellor worked on an Annual Wheel, explained below.

## The Quality Policy

The Quality Policy consists of a preamble and three Quality Policy Areas (Quality Policy, appendix 5). The preamble defines the context, purpose and scope of the policy. It also lists the various reports involved in the quality assurance system in which information on educational quality is collected and treated at the different levels of management.

The three Quality Policy Areas are:

1. Recruitment and admission of students
2. Teaching and learning
3. Relevance and employability

Each area contains a number of quality standards specifying the predicate that must be met, the responsible person/unit/group, the quality process that covers the standard, where information is reported to and actions that must be taken should a study programme fail to meet the standard. All predicates are decidable, thereby making it easy to identify if a standard is met or not. An example is Quality Standard 2.8: Completion Rates for BSc and MSc Students, where the predicates are:

1. Completion within scheduled time plus one year is at least 70 % for students enrolled as full-time students at ITU.
2. Every full-time programme satisfies that completion within scheduled time plus one year is at least 70 %.

Quality Policy Area 2 and 3 each include a Development Goal taken from the Development contract between ITU and the Ministry. There is a difference between goals and standards: Goals describe a state which ITU is not currently in but which it seeks to reach, while standards describe properties that, if they are not met, constitute a lack of quality that must be handled. ITU has included the goals from the contract into the Quality Policy in order to integrate them into the quality assurance work and the processes that go with it.

The new system widens and deepens the role of the Heads of Study Programmes as they are the day-to-day responsible for the study programmes and since they are in close contact with the teachers. It also ensures an annual coherent analysis and application of all relevant data and information on each study programme. This takes place in the Study Programme Report (see below).

## A Coherent Reporting System Supporting a Bottom-up Quality Culture

As the Accreditation Panel pointed out, there were issues with the coherence of the reporting structure and the high degree of dependency on one person, the Head of Studies.

We therefore redesigned the entire reporting system, giving Heads of Study Programme a much more central and formal role and moving certain key tasks from the Head of Studies to the Education Group, thereby reducing dependency on one individual. During 2015, Associate Professor Lene Pries-Heje succeeded Associate Professor Kasper Østerbye (who left the IT University) as Head of Studies. The new structure contributed to making that transition smooth.

The revised quality assurance system builds on the existing system of reporting. The revised reporting system is explained in the Quality Policy's Preamble (Quality Policy, appendix 5).

Together with the new Quality Policy, ITU has developed templates for two key reports:

- Study Programme Report (Template 2015, appendix 7, the enclosed template is prefilled for DDK)
- Education Portfolio Report (Template 2015, appendix 8)

The process builds on the previous system where each Head of Study Programme drafted an annual report, which in turn formed the basis of the annual report drafted by the Head of Studies, which was discussed in the Education Group. The revised system works with standardised reporting templates, which reflect the Quality Standards of the Quality Policy. Moreover, the subsequent dialogue between Education Group and Executive Management is an addition.

The reports include Primary Quality Data and all the Quality Standards (and Development goals) in the Quality Policy. A traffic light system is used, where areas/issues can light up in green or red, red meaning the issue does not live up to the Quality Standard in question. All red issues must be commented on and actions proposed. The reports also include follow-up on Programme Reviews and the Action Plan from the previous report. Both reports are concluded with an overall SWOT-analysis and Action Plan.

When reading the reports from 2015, it is important to bear in mind that the templates were new and the first round served as a test of the process and formats as well as a proper reporting on the state of the study programmes. During 2016, the templates will be evaluated and necessary changes made. The Education Group will lead the process and input from the Heads of Study Programme has already been collected.

### Study Programme Report

The new Study Programme Reports are written by the individual Heads of Study Programme. The process begins when the Analysis Unit adds Primary Quality Data to the report template and sends them via the Quality Coordinator to the Heads of Study Programme. Over the course of a few months, the Heads of Study Programmes work on the report using a number of information sources, including:

- Primary Quality Data
- Admission Memo
- Course Evaluations
- Programme Evaluations (from 2016)
- Evaluations of Final projects and Other Projects (from 2016)
- Programme-Specific Employer's Panel Report
- Programme Review Report
- Programme-Specific Graduate Survey Report
- Study Environment Assessment

Before a Study Programme Report is submitted to the Education Group, the relevant SAT is heard. The report can be changed until one week after the Study Programme Quality Status Meeting between the Head of Study Programme and Education Group (see below). If changes are made, the report must be re-submitted. The final Study Programme Report is also sent to Executive Management and the relevant Programme Specific Employers' Panel.

An important part of the Study Programme Report is the Action Plan following the SWOT analysis at the end of the report. The Action Plan gathers all input and analyses from the report and suggests course(s) of action. A possible action can be anything from a concrete measure (e.g. a new course responsible) to a further analysis of a problem in order to properly know its nature and/or prevalence (e.g. reasons for early drop out (= drop out during the first month of a programme)). Two examples of Study Programme Reports are included (Study Programme Report, DIM 2015, appendix 9, Study Programme Report, Games 2015, appendix 10).

As mentioned, the report includes a question on "Follow-up on the Action Plan of the previous period" where initiatives and experiences must be presented. If and how there is to be an official and systematic follow-up between reports, e.g. by the Education Group or the Head of Studies, has not yet been decided.

### Education Portfolio Report

The Education Group writes an annual report and submits it to the Executive Management after a hearing in the Study Board. The report is also sent to the Executive Level Employers' Panel. Among important data for the Education Portfolio Report are:

- Primary Quality Data (added to the template by the Analysis Unit)
- The Study Programme Reports
- Employers' Panel Reports (Executive Level and Programme Specific)
- Overall Graduate Survey Report and Action Plan
- Study Environment Assessment and Action Plan

Before drafting the Education Portfolio Report, the Education Group have individual meetings with the Heads of Programme on their Study Programme Reports (Study Programme Quality Status Meeting). The report is reviewed (particularly issues with a 'red light') and the proposed Action Plan discussed. In 2015 these meetings were held in week 43. Minutes were not taken.

The first Education Portfolio Report following the revised Quality Assurance System was submitted to Executive Management by 23<sup>rd</sup> November 2015 (Education Portfolio Report 2015, appendix 11). The first Portfolio Quality Status Meeting between the Education Group and the Executive Management took place on December 7, 2015. At the meeting, it was agreed that the Education Group would work out proposals concerning necessary changes in the portfolio of study programmes. The Education Group presented the proposed changes for Executive Management on 4 February, 2016. Executive Management agreed with the recommendations put forward by the Education Group and asked the Education Group to proceed with the implementation.

Other important reporting procedures in the quality assurance system are:

- Admission Memo (Template 2015, appendix 12, the enclosed template is prefilled for DDK)
- Decision Memo (Template not developed yet)
- Completion Memo (Template 2016, appendix 13)
- Programme-Specific Employers' Panel reports (Template 2016, appendix 14)
- Executive-Level Employers' Panel report (Template 2016, appendix 15)
- Programme Review Internal Reports (Template, appendix 16)

### Admission Memo

Most of the study programmes have student intake once a year, but some have a biannual intake (the three Professional Master Programmes, MSc Software Development (one of two tracks; Advanced Computing) and MSc Digital Innovation and Management). The Admission Memo feeds into the Study Programme Report. The completed memo is sent to the Education Group and Executive Management. The memo has its own cycle and separate report in order to be able to follow up immediately after each intake and give as much time as possible to initiate any necessary changes to the following student intake. The Admission Memo was used for the first time in fall 2015. The Heads of Study Programmes each received a template with figures for fall intake for their programme. An example of an Admission Memo is enclosed (Admission Memo, GBI 2015, appendix 17).

### Decision Memo

Once a year, Executive Management composes a Decision Memo documenting strategic decisions for the study programmes, e.g. proposed termination of programmes or changes to the student intake. The memo is based on the Education Portfolio Report. The first memo will be written in 2016.

### Completion Memo

Once a year the Education Group writes a Completion Memo where it is checked whether ITU's full-time programmes live up to the reduction in completion times specified in Development Goal 2.2 and the completion rates specified in Quality Standard 2.8 (Quality Policy appendix 5). The memo is temporary and serves as input to the annual Education Portfolio Report. The first memo was completed in January 2016.

### Programme-Specific Employers' Panel Reports

All panels must write an annual report following a template. ITU wishes to commit the panels and qualify their input. Requesting an annual written report is a means to this end. Using a template ensures that panels discuss and report on all requested aspects of relevance. It also ensures comparability and homogeneity in the reports between panels and across a period of time. The reports feed into the Executive Level Employers' Panel report and the Head of Study Programme Reports. The Head of Studies, the Education Group and Executive Management also view them and additionally they are discussed by the SAT. Two examples of reports are included in chapter 7.

### Executive-Level Employers' Panel report:

In the Executive-Level Employers' Panel Report, the Executive-Level Employers' Panel advise Executive Management and the Board of Directors concerning ITU's portfolio of study programmes, including the balance in size between them. The report is submitted to the Board of Directors and discussed at one of their meetings. Executive Management, the Education Group and Head of Studies also receive the report. The Board of Directors can decide actions and Executive Management is responsible for implementing them. By 1<sup>st</sup> March 2016, the Executive Level Employers' Panel has held its first meeting but not yet submitted its first annual report (it will be submitted during April 2016 and can be forwarded on request).

### Programme Review Reports

All study programmes must be reviewed every five years (the rotation, concept and experiences are treated in chapter 8). The appointed project team writes an evaluation report, which is submitted to the external review panel. Based on the report and a site visit, the review panel writes its own report, which is submitted to the Education Group. The Head of Study Programme and the relevant SAT also receives it and they cooperate on a list of suggestions for issues to be addressed following the report and review process. The Education Group and Head of Study Programme then agree on an Action Plan. The Programme Review Report and the Action Plan feed into the annual Study Programme Report and thereby also into the Education Portfolio Report.

### Study Environment Assessment and Graduate Survey

Two additional reports play a role in the quality assurance system:

- Study Environment Assessment
- Graduate Surveys

The Study Environment Assessment is carried out every third year among all students, part-time as well as full-time. From 2016, results form part of the data used in the Head of Study Programme Report and Education Portfolio Report. They are also included in the five-year programme reviews. The most recent survey is from October 2014 (the questionnaire and report is forwarded on request).

The Graduate Survey is carried out every third year among all MSc graduates who have graduated since the last survey. The survey does not include BSc or Professional Master graduates; BSc because the majority continues onto a MSc programme and Professional Master because the majority are employed during their studies and continues to be so after graduation. The most recent survey is from 2015 (the questionnaire and report is forwarded on request).

From 2016, the results of the graduate survey will be used in these ways:

- The programme-specific graduate surveys form part of the data used in the Study Programme Reports and the five-year programme reviews. Results are also discussed in the SAT's and the Programme-Specific Employers' Panels and form part of their annual report.
- The overall graduate survey (pooling the results from the programme-specific surveys) form part of the data used in the Education Portfolio Report. Results are also discussed in the Executive-Level Employers' Panel and form part of their annual report.

### Cyclic Processes/Annual Wheel

ITU has developed an Annual Wheel in order to create an overview of all the processes involved in quality assurance. The annual wheel is found in "Compendium of the 2016 Work Processes Supporting the Quality Policy of the IT University of Copenhagen", a rather elaborate document (Annual Wheel, Process Compendium, appendix 18). The Annual Wheel is generated by computer, more precisely by an interpreter for a domain-specific language, **Flow**, in which we have specified the Annual Wheel in a more abstract form. This abstract form (the Flow source code of the annual wheel) is much easier to maintain than a traditional GANT chart and it can easily be modified and reused year after year. A role concerning maintaining the Flow source code of the annual wheel has been introduced and manned with an in-house programming language expert from the Department.

The Annual Wheel is also automatically generated in Excel, which makes it easy to filter (i.e. extract) a single process, e.g. the process for the Study Programme Report. It is also possible to filter (extract) all the tasks a specific role have during the year, e.g. all the tasks of a Head of Study Programme or a Programme-Specific Employers' Panel.

When extracting a process, you get an overview of all the steps in the process and the deadlines, but you may also get who is responsible for the different steps and tasks. That way one can clearly see what one is responsible for, what lies before and after and who is involved. The process can be followed through the entire cycle. Examples of process overviews (transferred from Excel to Swim Lanes for usability reasons) are enclosed (Reporting Processes, appendix 19).

When extracting a role, you get an overview of all the steps and tasks that this person or group is responsible for over the course of a year. You can see the deadlines and the processes the person/group is involved in and thus plan your year accordingly (Head of Study Programme, Annual Wheel, appendix 20).

Quality assurance at ITU has always run in cyclical processes. Some of the contents of the Annual Wheel are processes that existed prior to the wheel, e.g. course evaluations and course manning. Other processes are new, as is the collection of all the different processes into one complete and coherent annual wheel. The Vice Chancellor developed the domain-specific specification language **Flow** and the software that type-checks and executes Flow-specifications, resulting in an annual wheel. Type checking ensures that a process does not start until all the data it needs in order to execute has been produced. Run-time analysis of the Flow-specifications checks whether there are documents/data that someone creates, but no-one uses, a phenomenon that can easily arise in such quality systems, if one is not careful. As a result, there is a very high degree of internal consistency and sharing of produced data/reports in the computer-generated Annual Wheel. A separate part of the software compresses the annual wheel to eliminate waste in scheduling of processes. As a result, processes are scheduled densely, which is also necessary in order for the annual wheel, which consists of several hundred individual process invocations, to fit within one calendar year.

The Annual Wheel was completed in 2015 and implemented from January 2016 following tests of selected practises during 2015. During 2016, the participants and the Quality Coordinator will work together on



gaining experiences with the Annual Wheel in order to make it work in practice and make any necessary changes.

### Primary Quality Data

The Preamble of the Quality Policy lists the Primary Quality Data used at ITU while the policy's Appendix A defines them (Quality Policy, appendix 5). The Primary Quality Data are directly linked to the Quality Policy Areas with their Quality Standards, Development Goals and the Annual Wheel and reporting processes explained above.

From 2016 Primary Quality Data for drop out, completion and delay, VIP/DVIP-ratios, course evaluations, programme evaluations, evaluations of final projects and other projects, (un)employment and private sector employment will be calculated for the three most recent years available in order to be able to follow trends. Tables covering three years will be developed and used in all the relevant reporting processes including the annual Study Programme Reports, Education Portfolio Report and Employers' Panel Reports. Where applicable figures for comparison exist, they will also be used (national averages or similar). Drop out was not part of the reports in 2015 but will be added from 2016.

Data on admission are used in the Admission Memo, subsequently the Decision Memo, Study Programme Report and Education Portfolio Report all of which are explained above.

Student drop out is monitored closely. The Quality Policy includes a standard on drop out; Quality Standard 2.12 (Quality Policy, appendix 5). The standard imposes a first year drop out rate at maximum 20 % for both BSc and MSc programmes. This is higher than the national average from the past three years for programmes within natural and technical science (Key Figures, appendix 2). All things being equal, the Study Progress Reform introduced by the Danish Government in 2013 and implemented for all students from autumn 2015 is expected to increase student drop out, at least for the near future until students have grown used to studying under the reform (meaning studying full time every semester). Hence, Executive Management and Education Group decided to set a standard that would consider this. As the effects of the Progress Reform become the normal situation and new year groups of students enter the study programmes the threshold limit will be lowered.

The latest drop out figures can be found in the Key Figures (Key Figures, appendix 2). For BSc programmes, all were below the ITU standard for first year drop out and only SWU was above the national average in 2014. For MSc Programmes, all were below the ITU standard for first year drop out (no national average for first year drop out on MSc programmes exist).

Data on delayed students are not listed among the Primary Quality Data (although the figure for average total delay for graduates is). ITU monitors the students' progression closely (e.g. via the Completion Memo mentioned above) and there are follow-up procedures when a student is delayed. However, implementation of the Study Progress Reform requires changes in the procedures as students are expected to be delayed for different reasons than before the reform. An appendix explains how delays are monitored and followed up on at present and points to future initiatives (Delay and Drop Out, appendix 21).

Completion and average delay is also monitored and the Quality Policy includes a standard and a development goal relating to the issue; Quality Standard 2.8 and Development Goal 2.2 (Quality Policy, appendix 5). The latter is a goal in the Development Contract and states that ITU will reduce the average delay in study times by 0.5 month in 2015, 1 month in 2016 and 1.6 months in 2017 compared to the average delay in 2011 (which was 11.6 months).



Quality Standard 2.8 states that the completion rate of scheduled time plus one year must be at least 70 % for both BSc and MSc programmes. The Key Figures (Key Figures, appendix 2) show that one of the three BSc programmes meet the standard while the other two come close. However, they are all well above the national average from the previous two years. Data on completion on scheduled time show that all BSc programmes are above the national average from the previous two years. Regarding MSc programmes three out of four both meet the standard and are above the national average from the previous two years.

Data on completion and delay are part of the annual Study Programme Reports and Education Portfolio Report. Treatment can be seen in the enclosed examples (Education Portfolio Report 2015, appendix 11, Study Programme Report, DIM 2015, appendix 9, Study Programme Report, Games 2015, appendix 10). It should be noticed that programme specific threshold limits have been defined for average delay (the process was the same as for the programme specific threshold limits for unemployment, see chapter 6).

Implementation of the Study Progress Reform is expected to decrease the individual and total average delay in study time as students have to study on scheduled time (study full time each semester). As part of the implementation of the reform, the Education Group (after hearing Executive Management and the Study Board) decided on a standard for termination of enrolment and implemented it from fall 2015: Students who have not graduated after scheduled study time plus one year will have their enrolment terminated. There is a transition period for students already enrolled in order for them to be able to graduate within the standard.

VIP/DVIP-ratios are treated extensively in an appendix (VIP/DVIP-ratios 2014-2015, appendix 3) and in chapter 5. The ratios are included in the data treated in the Study Programme Reports and Education Portfolio Report. The reason they do not appear in the reports from fall 2015 is that the ITU definition of VIP/DVIP-ratios as well as the goals and threshold limits were still in process when the reports were written and discussed. VIP/DVIP-ratios also play an important role in the biannual course manning process and long term recruitment plan (treated in chapter 5).

The definition of VIP/DVIP-ratios is part of the Quality Policy, Quality Standard 2.5 (Quality Policy, appendix 5, VIP/DVIP, defn, budget, accounting, appendix 22). The ITU VIP/DVIP-ratio is calculated by dividing the number of STÅ delivered by VIP by the number of STÅ delivered by DVIP. Hence, it is output related. The goals for 2015-2018 will gradually increase the ratio to 3.0 in 2018. The figures for spring semester 2016 are enclosed giving a forecast on the effect of the new Quality Policy, definition of VIP/DVIP-ratios and course manning process (VIP/DVIP-ratios 2014-2015, appendix 3).

STÅ/VIP-ratios are not part of the Primary Quality Data. ITU operates with a STÅ/VIP-ratio and uses it to determine if there is a shortage of academic staff compared to the number of students' full-time equivalents. The ratio is not calculated according to study programmes, but by monitoring the VIP/DVIP-ratio, applying a STÅ/VIP-norm in budgets and elsewhere and by measuring STÅ-production for individual faculty and following up on that production, ITU can effectively bound the STÅ/VIP ratio on all study programmes without measuring it directly. An appendix explains this in detail (STÅ/VIP-ratios at ITU, appendix 23).

Data on course evaluations, (un)employment and private sector employment are used in the Study Programme Report and Education Portfolio Report all of which are explained above. Employment-relevant data are also used in the Employers' Panels annual reports (treated above and in chapter 7).

## Student Involvement

The students are an important part of quality assurance at ITU. The Quality Policy describes how students are involved in the different processes (Quality Policy, appendix 5, page 17). Several additions have been

made to the previous channels of influence: Evaluations of programmes, final projects and other projects will be implemented in 2016 (treated in chapter 9) and changes to study programmes must be presented to and approved by the relevant SAT as well as the Board of Studies.

### Role Descriptions

Head of Department and Head of Studies revised the role description for Heads of Study Programme during 2015 (a role description was first developed in 2012) (Role Description, Head of Study Programme, appendix 24). A role description for Heads of Section has also existed since 2012 (Role Description, Head of Section, appendix 25). The purpose of the role descriptions is to clarify and provide the involved with an overview of their responsibilities and assist them in performing their tasks.

### Result-agreements for Heads of Study Programme

At the beginning of 2015, the Vice Chancellor broke down the overall goals concerning students' progress and employment and set specific goals for each study programme. He then started a process of negotiating Result-Agreements with the ten Heads of Study Programme. The Head of Department completed this work. ITU has had similar agreements with Heads of Section in the past, but this was the first time that agreements with Heads of Study Programme were made. This work happened concurrently with the work on clarifying the role, responsibilities and resources of the Heads of Study Programme (see previous subsection).

### Periodic Reviews of Study Programmes

The concept and experiences with periodic reviews of study programmes are treated in chapter 8.

### Development of New Study Programmes

A concept for development of new study programmes has been developed in 2015 (New Study Programmes, Concept, appendix 26). Executive Management, Head of Department and the Education Group were involved in the process. The concept was adopted on 3<sup>rd</sup> February 2016.

The concept emphasizes an early and thorough involvement of potential employers in order to test the idea at an early stage and get as much input from potential employers as possible. It is also built into the concept that Employment Tickets (Employment Tickets are explained in chapter 7), target students and target employers must be defined early on. The purpose is to make the innovators assess demand and employability at the earliest possible stage.

To maintain a level of flexibility it was decided that the process of developing a new study programme could start at any time during the year. For the same reason, there is no fixed schedule for the process. When the Executive Management has accepted an idea for a new study programme and the project team has been appointed, one of the first tasks of the project team is to determine the time frame for the development period and match it to a RUVU deadline (RUVU is the ministerial prequalification committee).

The concept states that new study programmes must be in accordance with the Quality Policy and the European Standards and Guidelines. It follows that the project team makes sure the new programme is properly research-based, the intended learning outcomes meet the right academic level etc. There is an inbuilt quality assurance mechanism, as the concept includes an evaluation, which must be carried out every time the concept has been used.

The concept is used for the first time during 2016 as ITU is currently developing a new study programme. During 2015, a group of faculty came up with an idea for the new programme. In fall 2015, it was presented to the Education Group who sent a recommendation to Executive Management on 10 November 2015. The

recommendation was to develop a new BSc within the area. Executive Management supported the recommendation and presented it to the Board of Directors who supported it and gave permission to proceed on 19 November 2015.

During December 2015 and January 2016 development of the new study programme was established as a project with a project board, project owner (in this case a member of faculty who is also member of the project team), project manager and project team. Up until February, they followed the draft Concept. When the Concept for Development of New Study Programmes had been adopted, the project owner and project manager met and aligned their plans and schedules with the concept. The Concept has been followed since.

Enclosed is the overall schedule for the development period (New Study Programmes, Schedule 2016, appendix 27). The first part of the development period runs until RUVU's deadline 1<sup>st</sup> October 2016. The schedule shows that the Concept will be followed. An example is that a new and separate Employers' Panel is being established during February and March 2016.

In January 2016, the project owner gave a presentation to the Group of Managers telling them about the idea and process. The presentation is enclosed (New Study Programmes, Presentation, appendix 28). In order to keep a competitive advantage, we ask that the presentation not be made publicly available.

### The Quality Assurance System in Action

As mentioned in the introduction to the chapter, we include an example to show that the new system is working and that action is taken if a problem is uncovered. Throughout the rest of the application many other examples are given that give a more detailed insight into various components of the system. With the example below, we show that the management information system works and that the reporting system makes it possible for management to make informed decisions and take action.

The example concerns MSc Games. A number of appendices are enclosed. Some of them are of a sensitive character and we ask the appendix 32, 33 and 34 be kept confidential and not made publicly available.

In 2015, MSc Games underwent the recurrent programme review (see chapter 8 for details on the review concept and process). Both the internal and the external review report pointed to issues with the programme's relevance (Programme Review, Games, Internal Report, appendix 29, External Report, appendix 30). The Programme-Specific Employers' Panel covering MSc Games was established in 2015 and the panel handed in its first annual report in January 2016 (see chapter 7 for an account of the process with the new Employers' Panels). The report also pointed to issues with the study programme (Employers' Panel, Annual Report, Games 2016, appendix 31).

Following the meeting between the Education Group and Head of Study Programme for MSc Games where the draft Action Plan (based on the Programme Review process) was discussed, the Education Group in January 2016 sent its recommendations to Executive Management (Games, recommendations from Education Group, appendix 32). The Education Group agreed with the external review panel that there are serious issues concerning relevance of the study programme and recommended a radical redesign of the programme in order for it to meet the Quality Standards at IITU.

After receiving the recommendation from the Education Group, Executive Management reviewed the above-mentioned reports and met with the Education Group. Executive Management then sent a letter to the Head of Study Programme for Games to hear his point of view (Games, hearing of HoSP, appendix 33). The response from the Head of Study Programme showed disagreement on the seriousness of the issues with MSc Games (Games, response from HoSP, appendix 34). The Head of Study Programme decided to

step down. A new Head of Study Programme for MSc Games was appointed from early February 2016. The Head of Section for the relevant section in the Department pointed to a new Head of Study Programme under criteria specified by Executive Management (acceptance that issues existed and ability to guide an in-depth process of change).

At their meeting in late February, the Executive-Level Employers' Panel was informed on both the issues with the study programme and the actions taken. The chairperson of the panel is to present an overview of the status of ITU's study programme portfolio to the Board of Directors in April 2016. Executive Management will of course also inform the Board of directors of the situation and the actions taken.

Between February and September 2016, the new Head of Study Programme for MSc Games will be in charge of re-designing the study programme. The Programme-Specific Employers' Panel will be heard on the new design (in accordance with the Annual Wheel the panel will meet in April or May, an additional meeting or hearing will be held later if deemed necessary).

Early fall 2016 a recommendation for the future of the study programme will be made by Executive Management (based on the re-designing process and a recommendation from the Education Group) and presented to the Board of Directors for decision at their meeting in November 2016.

## 4. Diverse student body

### Extracts from the Letter of Decision

*“... the university has not yet established an institutionalized strategy, nor has it adopted systematic approaches to the pedagogical aspects of teaching a diverse student body.”*

### Introduction

The students on ITU's MSc programmes have always come from a wide variety of academic backgrounds. Before ITU started to offer its own BSc programmes, the university depended on all MSc students having their qualifications from other institutions and students from many different academic fields were accepted into the MSc programmes.

ITU considers this kind of diversity a strength and wishes to keep admitting a significant proportion of the MSc students from outside ITU. Thus, a goal as to how many students from other institutions must be admitted into the MSc programmes is included in the development contract between ITU and the ministry (Development Contract, appendix 35). It is also included in the Quality Policy (Quality Policy, appendix 5, Quality Policy Area 1).

Student diversity is a complex concept. In order to be able to work strategically and avoid confusion and misunderstandings, ITU has adopted a policy where the two different kinds of student diversity at ITU are defined. One kind is Progression Diversity, the other is Diversity of Professional Disciplines:

- Progression Diversity: When two students are in a learning situation concerning a specialised topic that is well understood by one student but new and challenging to the other student.
- Diversity of Professional Disciplines: When two students view the same learning situation from different perspectives due to differences in professional disciplines.  
(Diversity of Students, Policy, appendix 36)

### Working on the Issue

During the accreditation process in 2014, ITU's handling of the diverse student body was discussed, both in terms of securing the proper academic level of the programmes and concerning the pedagogical aspects of teaching a diverse group of students (what ITU now refers to as Diversity of Professional Disciplines). ITU was pleased to find a recognition of the efforts and initiatives the university had taken in order to ensure the academic level for all students on all MSc programmes (what ITU now refers to as Progression Diversity).

Even so, the accreditation process made it clear to ITU that diversity (both kinds) among students is a topic on the MSc programmes, and a topic that still needs attention. The Head of Studies has been in charge of working on the issue during the conditionally positive accreditation period. The Learning Unit has also contributed and Heads of Study Programme and faculty have participated in the implemented initiatives.

When examining the issue of Progression Diversity it became obvious to ITU that creating a simple solution to address it in a uniform manner across the study programmes was not suitable. At present, the four master programmes are designed in different ways and the issues of student diversity are not the same on the different programmes. Some programmes experience greater diversity than others do, some have admission tracks while others do not, some courses attract more uniform student populations than others etc. For this reason, ITU has found it necessary to initiate a process where the very structure of the MSc programmes is under investigation and perhaps will be rethought (Working on Progression Diversity, appendix 37). The purpose is to reduce the issue of Progression Diversity and isolate it in order to address it

separately through structural changes. This will in turn lessen the didactic and pedagogical challenge associated with Progression Diversity considerably.

A possible rethinking of the very structure and design of the MSc programmes is no trivial matter and not a process ITU wants to hasten. Therefore, it has not been completed within the period of the conditionally positive accreditation. During 2016 the appendix to the policy (Working on Progression Diversity, appendix 37) will serve as a starting point for discussions in the SAT's and Board of Studies.

Work on addressing the issue of Diversity of Professional Disciplines is ongoing and involves teachers, SAT, Study Board and Research & Learning Support. A policy was drafted by the Head of Studies in January 2016 and presented to the Study Board in early February 2016 (see under *Changes in Operations*). It is worth mentioning, that the majority of the teachers at ITU have a lot of experience teaching and supervising a student body with Diversity of Professional Disciplines. Discussions of diversity in SAT's and the Study Board have mainly focussed Progression Diversity. Likewise, if diversity issues are raised in the students' course evaluations, they concern Progression Diversity. This being said, ITU still finds systematic work on Diversity of Professional Disciplines at an organisational level very important.

An example of how teachers systematically work with Diversity of Professional Disciplines is enclosed (Diversity of students, example of didactic tool, appendix 38). The example only serves to support the claim that many teachers at ITU have a lot of practical experience with handling diversity. The example must not be seen as an argument for not dealing with the issue in a systematic and institutionalised manner.

After the accreditation process in 2014, ITU decided to reduce the number of strategy documents and goals, since there were just too many goals in the old setup. It was not possible to cover everything in every strategy at once. The result is the new Quality Policy. This means that, for instance, The Education Strategy will not be further implemented in 2016 (after which it expires) and there are no plans for producing a separate Education Strategy document in the future. ITU will produce *one* new strategy document in 2016 which will take effect from 2017 and cover both education and research.

### Changes in Operations

While the above-mentioned discussions and work is in progress, the active effort to ensure the academic level of all students and well-qualified teaching does not stand still. Several Quality Standards in the Quality Policy are directly linked to it (Quality Policy, appendix 5, e.g. Quality Standards 1.2.1, 2.4 and 2.10). As explained in an earlier chapter, all Quality Standards are reported annually in both the Study Programme Report and the Education Portfolio Report. Hence information and data concerning student diversity and the handling hereof are collected, analysed and applied regularly in a systematic way.

The new Quality Policy includes a strategy for how ITU will exploit that the MSc students have many different educational backgrounds (Quality Policy, appendix 5, page 17-18). The strategy was developed during 2015 and will be fully implemented by the end of 2017 (at the latest). It gathers existing practices and new initiatives and contains the following:

1. Different admission tracks will be implemented on all MSc programmes. By doing this, ITU will reduce Progression Diversity.
2. ITU will continue to map the learning objectives of the programmes to the national qualification framework in order to ensure that the programmes' level corresponds with the level in the framework (the process was already in place in 2014). Quality Standard 2.4 covers this part of the strategy. Heads of Programme and teachers carry out the mappings and they are reviewed at least once a year. From fall 2016, changes to the mappings will be discussed at the biannual Semester Workshop (Quality

Standard 2.3, predicate 2 and Semester Workshop, Guidelines, appendix 39). The purpose is to ensure that the intended learning outcomes of all study programmes meet the required academic level at all times.

3. ITU will continue its thorough admission procedures (the procedures were already in place in 2014). Quality Standard 1.2 (with sub-standards 1.2.1 and 1.2.2) covers this part of the strategy. Once a year (twice for study programmes with a biannual student intake; MSc SDT, MSc DIM and all three professional master programmes), the Heads of Study Programme complete an Admission Memo. It is based on data from the Analysis Unit on the number of applicants, number of students offered admission and number of students admitted after early drop out (= students who never showed up or who dropped out within the first month). The Admission Memo is used in the process of deciding future increases or decreases in the size of the study programme. A traffic light system is used to indicate problems and red lights must be followed by an explanation and actions. As can be seen from the example (see below), the guidelines are closely linked to the Quality Policy.
4. The process where some study programmes had a Teachers' Seminar prior to each semester has been formalized and made mandatory for all study programmes. Quality Standard 2.3 covers this part of the strategy. One of the purposes of the Semester Workshop is to provide a platform where tacit knowledge on pedagogical and didactic issues concerning Diversity of Professional Disciplines can be explicated and shared, and where less experienced teachers and (new) DVIP can learn from peers. ITU has chosen to have a workshop for each study programme rather than a joint workshop for all teachers. This way a smaller group of teachers can exchange experiences and ideas directly linked to the specific study programme and the pedagogical issues belonging to it. The Head of Department has been in charge of developing guidelines for the Semester Workshops. All SAT's were heard in the process and their comments worked into the guidelines (Semester Workshops, Guidelines, appendix 39). As can be seen, the guidelines are closely linked to the Quality Policy. The Head of Studies is responsible for framing the content and the Annual Wheel reminds the Heads of Study Programme to arrange and hold the workshop. The Learning Unit has developed material to assist the discussions. In addition, the Learning Unit has added Student Diversity to the existing Teaching & Assessment Wiki. The Teaching & Assessment Wiki is open to all teachers (VIP and DVIP) and the page on Student Diversity contains;
  - a. Material for the individual teacher to use when planning and carrying out activities (Diversity of Students, wiki, overview, appendix 40)
  - b. Material for Heads of Study Programme to use for Semester Workshops (Diversity of Students, Semester Workshops, appendix 41 and 42)
  - c. Articles and manuals (Diversity of Students, wiki, overview, appendix 40)
  - d. Information on services provided by the Learning Unit
5. Using data to follow-up on how students with different academic backgrounds perform in comparison. Quality Standard 2.3 covers this part of the Strategy. During 2016, the Analysis Unit will develop methods for producing Primary Quality Data on admission categories (Quality Standard 2.3) and the data will be used in the Study Programme Reports in 2016.

In addition to the Strategy in the Quality Policy, a Policy on Student Diversity has been developed (Diversity of Students, Policy, appendix 36). As mentioned above, the policy defines student diversity at ITU in two ways. The policy was adopted by the Head of Studies, presented to the Group of Managers in mid January 2016, and presented to the Study Board in early February 2016. It will also be discussed at SAT meetings in spring 2016. Two appendices, one on each type of student diversity, support the policy (Working on Diversity of Professional Disciplines, appendix 43, Working on Progression Diversity, appendix 37). The Head of Studies was responsible for the development of both appendices, supported by the Learning Unit.

## Experiences

Admission Memos were implemented in fall 2015. An example is enclosed (Admission Memo GBI, appendix 17). Heads of Study Programme in their annual Study Programme Report will use the memos for the first time in 2016. Memos from 2015 show some red lights, which the Head of Study Programme comments on. No actions are suggested as the information from the Admission Memo is only one of many sources of information that must be taken into consideration before making changes to a study programme. So far Heads of Study Programmes are pleased with the information they get from the Admission Memo, as it provides them with an overview and more detailed information on the student body of their study programme than they used to get.

A few Semester Workshops were held in fall 2015 while the rest were held in the beginning of 2016. Examples of minutes are enclosed (Semester Workshop, DDK 2015, appendix 44, Semester Workshop, DIM 2016, appendix 45). Be reminded that the workshops held in 2015 were a test of the new set-up and that the Learning Unit had not yet developed material for framing the discussion on Diversity of Professional Disciplines. The first workshop to use the new guidelines and material from the Learning Unit was the one held in January 2016 for DIM.

The Head of Studies saw a concrete outcome of the semester workshops and the focus on Diversity of Students already in January 2016. Inspired by the discussions at the workshop, a teacher on DIM sent the students a questionnaire on their backgrounds prior to the commencement of the course. This gave the teacher information on the specific diversity on the course in question, which was helpful during the planning stage.

## Looking to the Future

As previously mentioned, ITU has started a process where the structure of its MSc study programmes may be changed quite a lot. No decisions have been made as of yet, but discussions have begun among management and faculty.

Head of Studies and the Learning Unit will in 2016 cooperate on further developing the Semester Workshops and how to organize and systematize the focus on Diversity of Professional Disciplines in general. Introduction of new teachers (VIP and DVIP) to pedagogical and didactic tools is an example of a focus area.

The guidelines for the Semester Workshops and how faculty (and ultimately the students) have profited from them will be evaluated, but not until the workshops have been held a few times.



## 5. Research Base in Teaching

### Extracts from the Letter of Decision

*“... the institution is not ensuring that all programmes have a sufficient research base. ... Further, it is the panel’s assessment that the university lacks ambitious, formalized goals for the use of external lecturers on its programmes. The ITU does not have a clearly defined standard for the ratio between internal and external lecturers. Thus, it was not clear to the panel on which basis the university decides whether the course manning process shows that a programme has deficiencies in the research base. Also, the panel did not find evidence that the university has made a written analysis and a multi-year plan which is clear about the research profiles of the lecturers it intends to recruit in the coming years.”*

### Introduction

Securing a sufficient research base of the study programmes is of utmost importance to the ITU. The university’s definition of an ideal study programme includes the academic contents and teaching being world-class. The accreditation process showed that ITU had a useful tool in the course manning procedure. It continues to play an important role while it has been developed and supplemented with additional measures to speed up changes, where necessary. The overall objective is to be able to plan ahead and react to problems early.

### Working on the Issue

The project manager was the Head of Department assisted by the Head of Research & Learning Support (the administrative division that supports the Department). During spring 2015, the Head of Department was in charge of defining the task and making a time frame for working on the issue (Issue 3 – Research Based Teaching, appendix 1). The process has involved the Head of Department and Head of Research & Learning Support, the Vice Chancellor and Department Management, the Education Group, the Heads of Section and the Heads of Programme.

Key outcomes are

1. A university-wide, shared definition of the VIP/DVIP-ratio indicator and goals for its increase in the coming years;
2. The four-semester course manning plan (see under Initiatives below);
3. The four semester recruitment plan (see under *Changes in Operations* below);
4. The embedding of processes that roll the course manning plan and the recruitment plan into the Annual Wheel, so that it is clear when they should happen and how they are tied to other processes, such as the recruitment process itself.

The initiatives had been in the pipeline since before the accreditation process and during the summer and fall 2015, they were developed and implemented. The main purpose is to be able to plan for the future and achieve a timely recruitment of VIP. The Vice Chancellor, Head of Department, Heads of Section and Heads of Study Programmes discussed and agreed to always have the course manning and recruitment plan reach four semesters into the future. They also decided to involve the Heads of Section more in the process of course manning. In the previous system, the Heads of Section were responsible for the course manning, but in practice they were only involved if and when the Heads of Programme ran into problems manning the courses. In the new system, the Heads of Programme and Heads of Section work closely together on manning all courses. The Heads of Section not only have the ultimate responsibility for the course manning plan, they also take active part in the planning. This makes sense because the Heads of Section have staff responsibility and can make decisions on the distribution of teaching duties, while the Heads of Study Programmes have the academic responsibility for the study programmes, but no staff responsibilities.

In September 2015, the Heads of Section were asked to make a four-semester course manning plan for all BSc programmes for spring semester 2016 and onwards. In October 2015, they were asked to make similar plans for all MSc and MA programmes. An example is enclosed (Course Manning Plan, GBI 2016-2017, appendix 46). They were not given a template or asked to use a specific method. Rather the Head of Department gave them free hands to carry out the task in the way they found most suitable. Based on the different solutions the Head of Department has decided on a form and a template for future use was developed in December 2015 (Course Manning, Template 2015/2016, appendix 47). The template is used from spring 2016.

Responsibility for making and updating the four-semester recruitment plan was placed with the Head of Department. The first plan was made ultimo 2015 based on the four-semester course manning plans from the Heads of Section. The plan runs from spring semester 2016. The Head of Department developed a template for the plan (Hiring Plan, Template 2015, appendix 48).

The VIP/DVIP-ratio definition was developed along with the new Quality Policy. Department Management suggested the VIP/DVIP calculation model in spring 2015 and Executive Management approved the model in July 2015 (VIP/DVIP, defn, budget, accounting, appendix 22). Likewise, Department Management suggested the goal of 3.0 by 2018 and Executive Management approved the goal in September 2015 based on the first VIP/DVIP-ratios calculated using the approved definition. The new definition was used during fall 2015 when the new four-semester course manning process ran for the first time and the new four-semester recruitment plan was made for the first time. The plans cover spring semester 2016 and forward (fall semester 2015 was planned during spring 2015 before the new process had been developed and implemented).

### Changes in Operations

Providing students with a research-based education and giving them many opportunities to be in close contact with the researchers is important to the ITU. Hence, measures to this effect have been built in to the revised Quality Policy and the reporting system.

The Quality Policy includes a policy and Quality Standards for research-based teaching at ITU, a policy and Quality Standards for the use of DVIP and a policy and Quality Standard for supervision of thesis (Quality Policy, appendix 5, page 16-17 and Quality Standard 2.5, 2.6 and 2.7). All Quality Standards include alarm Handling Processes and they are all reviewed annually in the Study Programme Report and Education Portfolio Report. In 2015, VIP/DVIP-ratios were not included in the reports, see below under *Experiences*. They will be included from 2016.

Quality Standard 2.5 specifies the lower limit for the VIP/DVIP-ratio for the period 2015-2018. The Quality Standard also states that by 2018 up to 25 % of the teaching should be delivered by DVIP, meaning at least 75 % must be delivered by VIP. ITU continues to place value on involving DVIP in the study programmes in order to realise the university's overall mission of creating value with IT and maintaining a close cooperation with the industry.

Previously, ITU made projections and adjusted course manning for the coming semester based on the projections. The new procedures add clear standards for the ratio as threshold limits have been defined for 2015 to 2018, gradually increasing the lower limit of the ratio. The course manning process is to ensure in advance that the ratio is satisfactory (the forward-looking part of the process). It is supplemented by the retrospective accounting process where the Head of Study Programme accounts for the realized VIP/DVIP-ratio in the annual Study Programme Report and must suggest proper actions (Alarm Handling Process for Quality Standard 2.5), should the realized ratio for some reason not be satisfactory. The dual system makes

it possible to adjust course manning in advance while still following up retrospectively (VIP/DVIP, definition, budget, accounting, appendix 22).

Key figures on VIP/DVIP-ratios and a full account on how the ratios are defined, calculated and used can be found in two appendices (VIP/DVIP-ratios 2014-2015, appendix 3, VIP/DVIP, definition, budget, accounting, appendix 22).

#### The revised course manning procedure:

A course manning procedure has been in place and used for several years at ITU. Since the accreditation in 2014, it has been revised. The main change is that the Heads of Section must now always have a plan that reaches four semesters ahead. The plan is updated twice a year and a new semester added so that the plan always covers four semesters. The process can identify both short-term (next semester) and long-term (four semesters ahead) challenges with the research base, making it possible to take precautionary measures against problems with the research base.

The process is part of the Annual Wheel of quality assurance activities (see chapter 3). Twice a year, in January and August, Research & Learning Support sends a kick off mail to all involved; Heads of Section and Heads of Programme) reminding them to begin the course manning process:

1. Finalise course manning for the coming semester (not the one that is about to commence, but the one after that)
2. Update the plan for the two following semesters
3. Add a new semester to the four semester course manning plan

First, the Heads of Study Programme revise and extend the four-semester course manning plan. The draft is sent to all relevant faculty who are encouraged to discuss disagreements with their Head of Section. Next, Heads of Section and Heads of Programme collaborate on revising and extending the plan taking suggestions from faculty into consideration.

When the Heads of Section have forwarded the course manning plans for the following semester, the Head of Department and Head of Research & Learning Support meet and discuss them. Among other things, they look at the VIP/DVIP-ratio and VIP coverage percentage for the following semester. They also check if the plans meet the goals and requirements in the Quality Policy (Quality Policy, appendix 5, Quality Standard 2.5, 2.6 and 2.7). In case of a problem, the Head of Department and Head of Research & Learning agree on the course of action. For instance, a Head of Section can be asked to make changes to who teaches what course. The Head of Section then makes the changes and forwards a revised course manning plan. The Head of Department and Head of Research & Learning Support have a final meeting where VIP/DVIP and other issues are reviewed again before the plans are approved.

An example of a finished course manning plan is enclosed (Course Manning, final, spring 2016 for GBI, appendix 49). The overview of VIP/DVIP-ratios and VIP coverage percentages for spring 2016 shows that the ratio for GBI is 3,01 and hence the VIP coverage is 75 %, meaning that GBI meets the Quality Policy goals for 2016 (VIP/DVIP-ratios 2014-2015, appendix 3).

Simultaneously, the Heads of Section add a new semester to the four-semester course manning plan. During both processes, the Heads of Section (having staff responsibility) work closely with each other and the Heads of Programme (being responsible for the study programmes) and discuss the best way to distribute teaching and supervision responsibilities. An important aspect is to meet the relevant Quality Standards in the Quality Policy (Quality Policy, appendix 5):

- Quality Standard 2.5 on VIP/DVIP-ratios
- Quality Standard 2.6 on Research-based Course Design and Supervision

#### – Quality Standard 2.7 on Robustness

When the course manning for the following semester has been approved and a new semester added to the four-semester course manning plan, the Head of Department revises the four-semester recruitment plan and adds a new semester to it. The plan must meet the relevant standards in the Quality Policy (Quality Standard 2.5, 2.6 and 2.7). An important part of the process is the identification of so-called vulnerable courses, meaning courses it appears difficult to staff with a VIP. The academic competences needed for these courses receive special attention in the recruitment plan. The Head of Department is responsible for keeping the recruitment plans within the budgetary limits provided by Executive Management after approval from the Board of Directors.

An additional outcome of the 2015 process on research-based teaching is an official description of the roles and responsibilities connected to the course manning process (Course Manning, Roles, appendix 50). The Department Management and Research & Learning Support developed it.

At ITU, the STÅ/VIP-ratio is not calculated for the individual study programme. However, this does not mean that the ratio between students and researchers is not managed or considered an important indicator of the students' possibilities for close contact with the researchers. The Head of Department explains in an appendix how ITU keeps a close eye on the ratio between students and researchers and how it is ensured that the ratio will never reach a critical level (STÅ/VIP-ratios at ITU, appendix 23). The appendix on VIP/DVIP-ratios can also be referred to in this context (VIP/DVIP-ratios 2014-2015, appendix 3).

When new DVIP are hired, a procedure must be followed. The procedure is not new and has not been changed since the 2014 accreditation process. It is included in order to illustrate that external lecturers always have their qualifications assessed thoroughly before they are hired. The procedure includes:

- Hiring of external lecturers follow the circular "Cirkulære om aftale om Eksterne lektorer ved universiteter m.fl. under Ministeriet for Forskning, Innovation og Videregående Uddannelser"
- A template job advertisement. This ensures advertisements always specify the academic and professional experiences and qualifications applicants must have
- An Appointment Committee assesses the applicants' experiences and qualifications. A VIP heads the committee (DVIP, Assessment Template, appendix 51).

### Experiences

The process of four-semester course manning plans and recruitment plan ran for the first time during fall 2015. The Head of Department welcomes the new system and appreciates the improved possibilities of planning both course manning and recruitment of faculty. As mentioned above, he decided on a template for the four-semester course manning plan and he also developed a template for the four-semester recruitment plan. From spring 2016, everyone will use the same template and this is expected to smoothen the process.

The other main participants (Heads of Programme, Heads of Section and Research & Learning Support) also welcomed a system where course manning is planned further ahead. Everyone involved also understood and accepted that a prerequisite was to move responsibility from Heads of Programme to Heads of Section. Some concern has been expressed that the change will mean an increased workload for the Heads of Section while the Heads of Programme lose some leverage concerning course manning. However, they are all on board and most participants already recognize that long term planning will help anticipate challenges with the research base. The Heads of Section get an improved overview of their teaching resources and all participants are pleased that the long-term recruitment needs are made more visible. Altogether, the process is considered useful in order to ensure the research base of the study programmes.

The process showed its value the first time it was used. Both some short-term (relating to spring semester 2016) and long-term issues with the research base were identified. The short-term issues were mainly found on two study programmes; BSc Software Development (SWU) and BSc Digital Media and Design (DMD). In both cases, the issues were solved by moving VIP-resources from study programmes with a high VIP/DVIP-ratio, by increasing the teaching duties for selected VIP closer to the expected teaching load norm and by identifying unused teaching resources among post.doc.'s and research assistants. The long-term issues revealed themselves when the Head of Department made the four-semester recruitment plan. The issues can be seen in the plan (Hiring Plan 2016-2017, appendix 52).

The VIP/DVIP-ratio was not part of the Primary Quality Data used in the Study Programme Reports in 2015 since Department Management was still working on the analysis of the first set of numbers by the time key figures (Primary Quality Data) were delivered to the Heads of Study Programme. Among other issues, the following discussion took place; after approval of the first version of Quality Standard 2.5, Department Management raised concerns that the VIP/DVIP-ratio definition did not leave space for short-term variations in individual programmes leaving little flexibility in course manning work. This discussion led to the addition to Quality Standard 2.5 that "no study programme must have a VIP/DVIP ratio of less than 80 % of the lower limit for the institutional VIP/DVIP-ratio for the year in question." (Quality Standard 2.5). Apart from securing flexibility, the addition serves as threshold limit for deviation from the target ratio.

From 2016, VIP/DVIP-ratios are part of the Primary Quality Data used in the annual Study Programme Report and Education Portfolio Report.

The appendix on VIP/DVIP-ratios for 2014-2015 include ratios for spring semester 2016, giving a forecast on how the ratios for 2016 will look (VIP/DVIP-ratios 2014-2015, appendix 3). Altogether, the figures show that the new Quality System with its procedures, standards and goals is working and ratios and VIP coverage percentages that do not yet meet the threshold limits are moving quickly in the right direction.

### Looking to the Future

2016 will be about consolidating the course manning and recruitment plan procedures and the roles and responsibilities. The templates, deadlines, processes etc. will be tested and discussed among the staff involved and in the Education Group over the course of the year.

The VIP/DVIP-ratios and VIP coverage percentages will be closely monitored on all study programmes and they will be used in the course manning process and the long term recruitment plan as well as the reporting system.

## 6. Relevance and Employment

### Extract from the Letter of Decision

*“... it is the panel’s view that the ITU could benefit from more effective and systematic ways of following up on employment issues, when they become evident. ... the individual programmes do not get feedback from the employers’ Panel on an ongoing and regular basis.”*

### Introduction

Relevance and unemployment is directly linked to the definition of an ideal study programme at ITU (Quality Policy, appendix 5, page 2). Employment of ITU graduates is crucial to the university’s success and ITU agrees that the issue must be treated in a systematic way.

### Working on the Issue

The Head of Studies and the Vice Chancellor acted as project managers for the issue. Work on the issue has been an integrated part of the revision of the Quality Policy and the procedures and processes associated with it (treated in chapter 3). It has also been an integrated part of the work on Employers’ Panels (treated in chapter 7). Hence, there has not been a separate process for the issue of relevance and unemployment.

The very first thing that was done was to define threshold unemployment values for each study programme and make written agreements with each Head of Study Programme about the value. The issue was discussed in the Group of Managers in spring 2015 and work continued over the course of the year. A priority was to establish a close dialogue between Heads of Study Programme and employers (see chapter 7 on Employers’ Panels) and determine threshold values for unemployment together with guidelines for action if unemployment becomes an issue.

### Changes in Operations

ITU has taken several initiatives to ensure a systematic surveillance of and follow-up on employment information and statistics.

The Development Contract between ITU and the Ministry includes two goals directly connected to relevance and employment (Development contract, appendix 35):

1. The unemployment of the graduates graduating from the IT University of Copenhagen from 4 to 7 quarters earlier will in 2015 be 14 percent at the most; in 2016 be 13 per cent at the most and in 2017 be 12 percent at the most.
2. The quota of IT University of Copenhagen MSc graduates graduating from 0 to 10 years ago and working in the private sector must be at least 75 percent of the employed graduates. This goes for each year of the contract.

One of the three Quality Policy Areas in the Quality Policy is dedicated to Relevance and Employability (Quality Policy, appendix 5). The area includes five Quality Standards covering different aspects of employment and relevance. All Quality Standards are included in the annual Study Programme Reports and Education Portfolio Report where the information is treated together with all the rest of the quality data and information that belongs to the annual overview of the individual study programme.

Quality Standard 3.2 determines that no study programmes at ITU should be affected by the national dimensioning model (Quality Policy, appendix 5). ITU has dimensioned MSc in Games on its own initiative, partly due to employment issues. The study programme’s intake was reduced from 70 to 50 students per year with effect from fall intake 2015.

Employment statistics are part of the Primary Quality Data (Quality Policy, appendix 5, page 32). ITU's Analysis Unit extracts the employment statistics from Statistics Denmark (employment and unemployment 4-7 quarters after graduation) and makes the numbers available to management (including Head of Studies) and Heads of Study Programme. Numbers are calculated for both individual programmes and all programmes taken together. They are also made available to the Employers' Panels, both Programme-Specific and Executive-Level. From 2016, the employment statistics in the Primary Quality Data will cover the last three available years in order to make it possible to follow trends.

The Development Contract (and the Quality Policy) establishes the total/average threshold limit for unemployment 4-7 quarters after graduation; 14 % in 2015, 13 % in 2016 and 12 % in 2017 (Development Contract, appendix 35, goal 2.1). For each study programme, an agreement on the threshold limits for unemployment has been made between the Head of Study Programme and Head of Studies for the period of the Development contract (currently 2015-2017). The threshold limits are based on the overall objective for unemployment rates in the Development Contract combined with unemployment statistics from recent years for the programme in question. Hence, the goals for the individual study programmes differ but if they are met individually, the overall goal in the Development Contract is met. See examples of variation under *Experiences* below. The programme specific threshold limits are added to the individual Study Programme Report Template before it is sent to the Head of Study Programme.

If unemployment rates for a study programme are higher than the threshold limit, the Quality Policy prescribes actions, which must be taken (Quality Policy, appendix 5, Quality Standard 3.2). The Head of Studies developed the Alarm Handling Process.

The Employers' Panels are continuously involved. Establishing a close dialogue and relationship between Heads of Study Programme and a Programme-Specific Employers' Panel was a high priority. The very purpose of the panels is to assist in furthering relevance and employability of ITU graduates by giving their input to the study programmes and other initiatives aimed at relevance. Both the Programme-Specific Employers' Panels and the Executive-Level Employers' Panel receive employment statistics and must discuss them (Employers' Panels, Terms of Reference, appendix 53). The panels' annual reports include comments on the actual employment situation for the graduates of the study programme in question (mainly MSc programmes) (Templates, appendix 14 and 15). The template for Programme-Specific Panel Reports also shows what data is filled in by ITU before the chairperson receives the template.

The approval of Employment Tickets is another way the Programme-Specific Employers' Panels engage in a committed dialogue on relevance and employability (see chapter 7 on Employers' Panels).

MSc Software Development and MSc Games went through the 5-year programme review in 2015. In both cases, the Vice Chancellor made sure (un)employment was made a key concern in the terms of reference (see chapter 8 for a description of the review concept). This way it was ensured that the review panel paid attention to the issue<sup>4</sup>.

It should also be mentioned that the ITU experience cases where the employers request more graduates rather than fewer and where unemployment rates are very low. An example is the area of software development. Unemployment among graduates was as low as 3.2 % in 2014 and the two main organizations in the area (The Confederation of Danish Industries and IT-Branchen) have pushed for more graduates for several years. During 2015, the ITU (in agreement with the Board of Directors) decided to increase the annual student intake on BSc Software Development from 90 to 140 taking effect from fall 2016.

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<sup>4</sup> The Review Concept makes sure employment is always covered, but given the conditional positive accreditation the Vice Chancellor wanted to make sure it was given a high priority.



With the revised Quality Policy and the new Employers' Panels, ITU is well equipped to adjust the student intake (and thereby the numbers of graduates) as the demands of the labour market changes.

## Experiences

The Development Contract and Quality Policy contains the following goals related to employment:

1. Goal 2.1: Unemployment for MSc graduates 4-7 quarters after graduation will be at most 14 % in 2015, 13 % in 2016 and 12 % in 2017.
2. Goal 2.2 and Quality Standard 3.3: The quota of IT University of Copenhagen MSc graduates graduating from 0 to 10 years ago and working in the private sector must be at least 75 %.

The latest unemployment figures are from 2014 (Key figures, appendix 2). They were the figures included in the Study Programme Reports and the Education Portfolio Report in 2015. Total unemployment for ITU graduates from 4 to 7 quarters earlier was 10.7 % in 2014. Unemployment for Games is slightly above the threshold with 14.3 % while unemployment for graduates from DDK comes in at 17,3 %. Unemployment for SDT and DIM is very low. Unemployment figures are part of the Primary Quality Data and included in the Study Programme Report and Education Portfolio Report.

The quota of MSc graduates from ITU graduating from 0 to 10 years ago and working in the private sector was 78 % in 2014 which is above the goal of 75 % (Key figures, appendix 2). The figures also show that the goal has been met in all of the past three calculated years.

The first round of the Study Programme Reports and Education Portfolio Report process was carried out during fall 2015 (the process is treated in chapter 3). They all treat unemployment rates, but here the focus will be on the reports for DDK and Games as their unemployment rates are higher than the overall ITU threshold limit.

As mentioned above, study programme specific threshold limits are defined for each study programme. For MSc DDK the threshold limit in 2015 was 17 % (dropping to 15 % in 2016 and 14 % in 2017). With an unemployment figure of 17.3 %, DDK is above the ITU threshold limit of 14 % and slightly above its programme specific threshold limit of 17 %. Treatment of the figures can be seen in the attached extracts from the Study Programme Report 2015 for DDK (Study Programme Report, DDK 2015, extracts, appendix 54). It should also be mentioned that the Ministry has dimensioned MSc DDK. Annual student intake will hence be lowered from 143 students in 2015 to 130 in 2020. In 2015 the student intake was 136 (intake after early drop out, measured by 1 October 2015).

Finally, the Programme-Specific Employers' Panel for DDK (and DMD) discussed employment relevant issues at its meeting in November 2015 (the first meeting in July 2015 focused on an introduction and Employment Tickets) (Employers' Panel, DMD and DDK, Draft Minutes 2015, appendix 55). The panel's annual report also includes (un)employment (Employers' Panel, Annual Report, DMD and DDK, appendix 56).

MSc Games is an example of a study programme where the programme specific threshold limit is set lower than the ITU limit. The programme specific threshold limit for Games was 13 % in 2015 (dropping to 12 % in both 2016 and 2017). With an unemployment figure of 14.3 % Games is above its programme specific threshold limit but only slightly above the overall ITU limit. Treatment of the data can be seen in the Study Programme Report 2015 for Games (Study Programme Report, Games, appendix 10).

As mentioned earlier ITU has dimensioned MSc Games on its own initiative, reducing the annual student intake from 70 to 50 in 2015. It should also be mentioned that the Vice Chancellor took special care that the Programme Reviews of MSc Software Development and MSc Games carried out in 2015 included a focus on (un)employment (see chapter 8 for documents relating to the Programme Reviews). Finally, the



Programme Specific Employers' Panel for Games discussed employment relevant issues at its meeting in January 2016 (the first meeting in September 2015 focused on an introduction and Employment Tickets) (Employers' Panel, Games, Draft Minutes 2016, appendix 57). The panel's annual report also includes (un)employment (Employers' Panel, Annual Report, Games, appendix 31). The process for Games described in chapter 3 is further evidence that (un)employment is taken very seriously at ITU and that the quality assurance system ensures action is taken when problems are identified.

The annual Education Portfolio Report collects information from all the Study Programme Reports and Primary Quality Data. Hence, it also treats (un)employment. The report from 2015 is enclosed (Education Portfolio Report 2015, appendix 11).

All the Programme-Specific Employers' Panels met once in 2015. Some have already met twice and by 1 March 2016, most had sent in their annual report (Employers' Panels, Overview of meetings and reports, appendix 58). Employment Tickets have been an important part of the discussions in the Programme-Specific Employers' Panels so far. Several panels have finalized their Employment Tickets. An example is Master in Software Engineering (SEN) where the Programme-Specific Employers' Panel approved several Employment Tickets in their Annual Report (Employers' Panels, Annual Report SEN, appendix 59, page 2-3). According to the Quality Policy, the Employment Tickets must be updated at least every other year.

### Looking to the Future

ITU will keep discussing new ways to handle employment issues, both issues of unemployment and insufficient numbers of graduates. ITU believes in prevention and the initiatives examined above aim to secure a good match with needs on the labour market, thereby preventing unemployment among ITU graduates and securing sufficient amount of graduates, where applicable.

In the immediate future, all Programme-Specific Employers' Panels must finalize the Employment Tickets for the individual study programmes. When this has been achieved, the next step is for the panels and Heads of Study Programme to discuss how the study programmes deliver on the Employment Tickets.

## 7. Employers' Panels

### Extracts from the Letter of Decision

*"... the individual programmes do not get feedback from the employers' Panel on an ongoing and regular basis."*

### Introduction

The relevance of ITU study programmes and the graduates' employability is a key concern for ITU. Hence, a close relationship with prospective employers is important to ITU.

Until 2015, ITU had one Employers' Panel with members representing both public and private companies – many with a first-hand knowledge of ITU-graduates. The accreditation process made ITU aware that a further development of the formalised interaction with employers was needed in order to get a closer connection between the individual study programme and the Employers' Panel. It was decided to establish one Executive-Level Employers' Panel and seven Programme-Specific Employers' Panels.

### Working on the Issue

The project manager was ITU's Vice Chancellor. The issue was considered weighty and it cut across the organization. Hence, responsibility was placed in the Executive Management. During the process, other levels of management were involved and great emphasis was placed on anchoring the new system of Employers' Panels among especially the Heads of Study Programme.

The process already began in November 2014 when ITU was heard on the accreditation report. The Vice Chancellor agreed with the Accreditation Panel that changes to the existing Employers' Panel were needed. Between November 2014 and March 2015, the Vice Chancellor had on-going discussions with the Executive Management, Head of Studies, Head of Student Affairs and Programmes and Head of Communication about a new way of organising the dialogue between ITU and employers.

The Vice Chancellor used the discussions to draft a new concept and Terms of Reference for the Employers' Panels at ITU (see under *Changes in Operations*). The terms were finalised by the end of March 2015. They were presented to the Board of Directors in April 2015 who approved them without changes.

Next, the actual establishment of the new Programme-Specific Employers' Panels was carried out. The Vice Chancellor and the individual Heads of Study Programme discussed potential candidates for the chairpersons and made a shortlist of potential panel members. The Vice Chancellor then contacted the desired chairpersons who all accepted the invitation to chair a panel. They were introduced to the Terms of Reference and the template for the annual Employers' Panel Report in order to give them an understanding of the task.

Then the Chairperson, the Head of Study Programme and the Vice Chancellor met to identify panel members. Criteria for selection included securing representation from public and private companies/institutions of various sizes. An important criterion was for members to be directly involved in the company's production. The purpose was to get panels that consist of those who actually work alongside or just above the (ITU) graduates (Employers' Panels, Examples of members of panels, appendix 60). The Vice Chancellor then contacted the desired members and included the Terms of Reference. The majority accepted the offered membership.

In the future, when replacements are needed, the Head of Studies appoints new members in consultation with the relevant Head of Study Programme(s), Department Management and the chairperson of the panel in question.

The Executive-Level Employers' Panel was established during winter 2015-2016. The chairperson was appointed in November 2015 and discussions on members took place in December 2015 between the Vice Chancellor and the chairperson. The first meeting was held on 24 February 2016. As a main task of the Executive-Level Employers' Panel is to collect and discuss input from the Programme-Specific Employers' Panels ITU decided to get the Programme-Specific Employers' Panels up and running before establishing the Executive-Level Employers' Panel.

### Changes in Operations

Relevance and employability constitute one of the three Quality Policy Areas in the revised Quality Policy (Quality Policy, appendix 5). The policy area includes four Quality Standards and one Development Goal. While the goal concerns where the graduates find employment and sets a target for the percentage who should be employed in the private sector, the four standards cover unemployment statistics (treated in chapter 6), interaction with employers' panels, employment tickets and global competence profiles.

The Vice Chancellor decided to establish a two-level system with an Executive-Level Employers' Panel and seven Programme-Specific Employers' Panels. A main concern was to create a system where the panels and the study programmes are closely related. Some of the seven Programme-Specific Employers' Panels cover only one study programme, while others cover two (Employers' Panels, Terms of Reference, appendix 53). The same panel covers BSc and MSc programmes that are closely related. The part-time programmes (professional masters) each have their own panel, as they are considered too different to be covered by the same panel. In addition, ITU hopes a specific panel will help promote the individual programme.

As mentioned above, the Terms of Reference for the panels were developed during spring 2015. They explain the panels' purpose, (appointment of) members, tasks and frequency of meetings (Employers' Panels, Terms of Reference, appendix 53). The panels were established during 2015 and will meet twice a year from 2016. The Head of Studies and Head of Communication participate in all meetings in the Programme-Specific Employers' Panels.

An important task of the Programme-Specific Employers' Panels is approving the study programme's Employment Ticket(s). Quality Standard 3.1 in the Quality Policy covers this (Quality Policy, appendix 5). Employment Tickets are an idea, which the Vice Chancellor introduced several years ago. The Head of Studies suggested getting the Employers' Panels to approve the tickets (it is mentioned in the Terms of Reference for the Employers' Panels). The Heads of Study Programme are in charge of the process of defining Employment Tickets. The Programme-Specific Employers' Panels are asked if they agree that the phrase constitutes an Employment Ticket, i.e. something that it is difficult to find employees who master and who are currently in demand on the labour market. If the panel disagrees or if no phrase has been agreed on, it will come up as a red light in the annual Study Programme Report and must be addressed. Employment Tickets must be reviewed every year and re-approved at least every two years to keep them updated (Quality Policy, appendix 5).

Another important task of the Programme-Specific Employers' Panels is to submit an annual report to the Head of Study Programme, Vice Chancellor and the chairperson of the Executive-Level Employers' Panel (Employers' Panels, Terms of Reference, appendix 53). Likewise, the Executive-Level Employers' Panel submits an annual report and once a year, the chairperson participates in a meeting with the Board of Directors (Employers' Panels, Terms of Reference, appendix 53). Templates for the reports have been

developed in order to ensure systematic feedback in predefined areas (Templates for reports, appendix 14 and 15).

The Employers' Panels and their input are an integrated part of the Annual Wheel of quality processes. All programme-specific panels must have meetings in January and April/May, while the executive-level panel meet in February and October. The annual reports are submitted in February and April, respectively. The meetings and reports for the programme-specific panels are timed in order to serve as input to the annual Study Programme Reports and the Executive-Level Employers' Panel Report. The chairperson of the Executive Employers' Panel participates in the Board of Directors' meeting every April.

## Experiences

The Executive-Level Employers' Panel was established during 2015 and 2016 and held its first meeting in February 2016 (Executive-Level, Agenda feb 2016, appendix 61, minutes can be forwarded when they have been finalized). Some of the members were also members of the previous Employers' Panel. This ensures continuity (Executive-Level, Members, appendix 62). The next meeting is scheduled for early October 2016. The panel's first annual report will be submitted late March 2016.

All the new Programme-Specific Employers' Panels were established and held their first meeting during 2015/early 2016 (Employers' Panels, Overview of meetings and reports, appendix 58). Their first annual report was drafted and sent to ITU during the first quarter of 2016. Minutes and annual reports from two Programme-Specific Employers' Panels are enclosed (Minutes GBI and DIM, appendix 63, Annual Report GBI and DIM, appendix 64, Minutes SEN, appendix 65, Annual Report SEN, appendix 59). The reports will be used according to the process outlined in the Quality Policy (Quality policy, appendix 5, page 7-8). In addition, they will be part of the annual review of the Employment Tickets.

The experiences with the new panels are positive. The Heads of Study Programmes experience that panels and panel members have a good understanding of the study programmes and the associated labour market. They get useful feedback from the panels. Initially, some Heads of Study Programme were concerned that Employers' Panels might be given control over the contents of the study programmes. The Vice Chancellor therefore explained to both faculty and the Employers' Panels that while it is the prerogative of ITU to decide how the study programmes are designed and what the contents are, it is the prerogative of the panels to tell ITU what they think of the design and contents and whether they think it delivers employment tickets or not.

Enclosed is a statement from a Head of Study Programme, relating his experiences so far with the new panel (Employers' Panels, HoSP Statement, GBI and DIM, appendix 66).

Should a panel fail to function properly, it is expected to become apparent at meetings and in the annual report. The Head of Study Programme would then contact the chairperson and discuss a solution. If necessary, the Head of Studies can substitute members.

## Looking to the Future

The year 2016 will be about consolidating the new panels and the processes associated with them. Not all study programmes have had their Employment Tickets approved by 1 March 2016. In 2016, work on this will continue in order for all programmes to have at least one approved ticket. The next step is to look into how the study programmes realise the Employment Tickets.

## 8. Evaluation of Study Programmes

### Introduction

ITU's concept and practice for recurrent reviews of programmes was not mentioned in the Letter of Decision. As recurrent reviews of study programmes is an important part of the quality assurance system at ITU, we have included a chapter on the concept and experiences.

The concept for recurrent reviews of study programmes at ITU was developed in 2013 and the first programmes went through the process in 2014. No programme had gone through the entire process when the accreditation process was concluded by the end of 2014. Since then, the first two evaluation processes have been completed and another two was carried out in 2015. In this chapter, ITU will account for the experiences with the concept and point to its future.

### The Concept

The concept included in the application for accreditation in 2014 dates from January 2014. Since then, the concept has gone through minor adjustments, but is essentially the same. The current edition of the concept dates from May 2015. Both editions are enclosed for comparison (Concept 2014: appendix 67, Concept 2015: appendix 68).

Smaller changes to the concept are usually the result of the debriefing of the project group carried out by the Education Group at the end of every review process. The Education Group decides on smaller changes.

If a larger change to the concept is to be made, e.g. a different composition of the review panels, the process is more extensive and include more participants. The Education Group decides the change after hearing at least the Study Board. The process for the 2015 revision of the concept is enclosed as an example (Revision of Concept 2015, appendix 69).

ITU reviews two study programmes every year. With 10 programmes offered, this means a five-year cycle between reviews. The time span allows for the programme to run full circle at least once between reviews and for changes made following the previous review to take proper effect.

Key elements of the 2015 concept are:

- It is an external evaluation. The project-group in charge of the process consists of ITU staff, but the Head of the Study Programme is deliberately not part of the group in order to keep it as external as possible. The Project Group consults with the Head of Study Programme during the process and receives information on the study programme from him/her.
- The external panel includes both peers (academic experts within the field) and employers (not members of an ITU employers' panel).
- The concept emphasizes input from the external panel. The panel receives a report, participates in a meeting at ITU and must write its own review report. The panel also receives feedback from ITU after one and five semesters concerning actions taken.
- The site visit lasts two days. During the site visit, the panel meets with several groups. The concept does not specify whom the panel should meet. In practice the panels have met with more or less the same groups; Management (usually the Vice Chancellor or Head of Department, Head of Study Programme, Head of Studies and the project manager), employers, students and teachers. Some have also met with graduates and/or external examiners.
- The review process and its outcomes are closely linked to the rest of the quality assurance system at ITU. Both the yearly Study Programme Report and the yearly Education Portfolio Report includes a question on "Follow up on Programme Review(s)".

- Students from the programme are involved in the review process. The panel interviews them during the site visit and in some cases, the project group meet with a focus group of students while writing the report for the panel.
- The panels' report is sent to the Head of Study Programme (among others) and (s)he is responsible for developing an action plan. The report and draft action plan must be discussed in the relevant SAT as well as the Education Group.
- At the end of each process, the Education Group debriefs the project group. The focus is on improving the evaluation process; its steps, contents, focus, templates etc. This way the quality and applicability of the concept is continuously assured.
- Follow-up includes feedback to the Review Panel, Education Group and Executive Management after one and five semesters.

Templates for two important documents produced during the review process are enclosed (Template: ToR, appendix 70, Template: Internal Report, appendix 16). There is no template for the panel's report in order to make it possible for them to put emphasis on the topics and issues they choose to highlight. In practice, the reports have more or less followed the topics of the Internal Evaluation Report.

It is important to stress that the Programme Review and its Action Plan never stands alone when decisions on structural changes to a study programme are made. The quality assurance system at ITU stresses that input from many sources must be brought into play in order for decisions to be based on a holistic view of issues and prospects.

## Experiences

The concept has been tried and tested on four study programmes:

- 2014: BSc in Global Business Informatics (GBI)
- 2014: MSc in Digital Design and Communication (DDK)
- 2015: MSc in Games
- 2015: MSc in Software Development and Technology (SDT)

### Review of GBI

The review followed a minimalistic version of the concept in order to test how extensive a review ought to be, while MSc in Digital Design and Communication (DDK) followed the concept. The debriefing process showed that the concept was the best way to continue and both reviews in 2015 followed the concept. For this reason the process for GBI is not documented (key documents are forwarded on request).

### Review of DDK

The review process is not presented since changes to the concept and set-up have been made from 2014 to 2015. Instead, the follow-up process is documented. The panel's report on DDK from 2014 is enclosed (DDK, External Report, appendix 71). Who the panel members were can be seen in the report. The Terms of Reference, Site Visit Programme and Internal Evaluation Report are forwarded on request.

The review panel handed in their report on MSc in Digital Design and Communication in September 2014. It was distributed to the Education Group and the Head of Study Programme. During October, the Head of Study Programme worked on a list of key issues to explore further or take action on. The Head of Study Programme chose not to involve teachers, students and SAT in this part of the process as it was considered a management task. It also came into play that all teachers, SAT etc. had played an important part in writing the Internal Evaluation Report, that the Study Programme was already in the process of being restructured (with the participation of teachers etc.) and that the Review Panel's report showed no surprises. The list of issues (DDK follow-up issues, appendix 72 and 73) was sent to the Education Group

early November 2014 and they chose two focus areas (in December 2014) (DDK follow-up focus, appendix 74);

- Employability for DDK graduates
- Transition from bachelor to DDK including diverse student body

The reason the Education Group only chose two areas for the Head of Study Programme to take action on was that several of the other issues related closely to topics and issues that was part of the initiatives and processes relating to the follow-up on the conditionally positive institutional accreditation. Hence, they would be addressed elsewhere. An example is contact with employers. In March 2015, the Education Group chose priority areas for the second phase of the follow-up activities and sent them to the Head of Programme for implementation (DDK follow-up focus2, appendix 75).

The Head of Study Programme worked on the chosen issues during 2015, not as separate projects but as an integrated part of the rest of the quality assurance and development processes for the study programme. There have been continued discussions with faculty on the transition issue and the academic level is continuously worked on in order to improve employability.

Concretely the Head of Study Programme has:

- Sought to get better data on what-graduates-with-what-bachelor-backgrounds-get-employment-where (still in progress in cooperation with the Analysis Unit).
- Established a new Employers' Panel (was done as part of the follow-up on the institutional accreditation).

In June 2015, a progress report was sent to the Education Group (DDK follow-up progress report, appendix 76) who took note of it. Hereafter documentation of progress on the Action Plan entered the new quality assurance processes, i.e. the annual Study Programme Report and the associated Quality Status Meeting between the Head of Programme and the Education Group. Follow-up on recommendations from programme reviews is thus part of the annual Study Programme Report and can be seen in the report for DDK from fall 2015 (Study Programme Report, DDK, extracts, appendix 54).

In the attached 2014 Concept for Programme Reviews, it says that "The panel of external experts will be asked to review ... the draft follow up plan." However, this was added to the concept after the DDK review process was started and therefore it has not been part of the DDK process.

The Head of Study Programme found the programme review a useful exercise. The review panel was competent and although its report came with no surprises (the issues raised were already known), the process of carrying out the internal evaluation and scrutinizing yourself was very useful to both management and faculty members.

### Review of Games

The programme review was carried out during spring and fall 2015. The Education Group selected the project group consisting of a VIP from the Section Culture and Games (not someone teaching on the Games programme), the TAP programme coordinator of SDT and a TAP secretary. The Education Group drafted the Terms of Reference for the review (hearing the Head of Studies, SAT and Executive Management) and finalized them in April 2015 (Games Terms of Reference, appendix 77). Next, the review panel was selected (members can be seen in the panel's report) and the Internal Evaluation Report written (Games Internal Evaluation Report, appendix 29). The report's appendices are forwarded on request. The report was sent to the panel in August 2015. The panel visited ITU in September 2015 (Games site visit programme, appendix 78) and handed in their report in November 2015 (Games External Report, appendix 30).



The External Report was distributed to the Education Group and Head of Study Programme. The latter discussed the report with the teachers and drafted an action plan based on the input (Games draft Action Plan, appendix 79). The report and action plan draft was discussed between the Education Group and Head of Study Programme in December 2015. As can be seen in the Action Plan some things have already been dealt with while others are in process or will be initiated in spring 2016. The Education Group and Head of Study Programme agreed to return to the draft Action Plan in February/March 2016 when the teachers and Head of Study Programme had had a meeting (Games Action Plan meeting, appendix 80).

The Review Report and Action Plan were used at the meeting with the Employers' Panel in mid-January 2016 (Draft Minutes, Games, appendix 57). Immediately after the meeting, the Employers' Panel handed in its annual report (Employers' Panel, Annual Report, Games, appendix 31). The Internal and External Review reports together with the report from and the discussions in the Employers' Panel led to the process and actions described in chapter 3. It shows that the programme reviews are taken very seriously at ITU and that they are used actively in quality assurance procedures and management decisions.

Regarding the usefulness of the review process, the Head of Study Programme is in agreement with the Head of DDK.

#### Review of SDT

The programme review was carried out during late spring and fall 2015. The Education Group selected the project group consisting of a VIP from the Section Culture and Games, the TAP programme coordinator of SDT and a TAP secretary. The Education Group drafted the Terms of Reference for the review (hearing the Head of Studies, SAT and Executive Management) and finalized them in June 2015 (SDT Terms of Reference, appendix 81).

Next, the review panel was selected and the Internal Evaluation report written (SDT Internal Report, appendix 82). The report's appendices are forwarded on request. The report was sent to the panel in September 2015. The panel visited ITU in early November 2015 (SDT site visit programme, appendix 83) and handed in their report in early December 2015 (SDT External Report, appendix 84).

The External Report was distributed to the Education Group and Head of Study Programme in December 2015. During January 2016 they read the report and the Head of Programme drafted an Action Plan, which was discussed in the SAT at the end of January 2016. Early February 2016 the Education Group and Head of Study Programme met to discuss the draft Action Plan (SDT draft Action Plan, appendix 85). During February 2016, the Head of Study Programme will revise the draft Action Plan based on the discussions at the meeting and forward it to the Education Group. By the end of February 2016, they will recommend which issues to focus on and inform Executive Management as well as the Head of Study Programme.

Regarding the usefulness of the review process, the Head of Study Programme is in agreement with the Heads of DDK and Games. He found that most of the recommendations made good sense and expects to use them in the continued process of quality assuring and developing the study programme.

#### Looking to the Future

ITU will continue to adjust and develop the concept for programme reviews in the way described above. Some changes are already planned for 2016:

- Student involvement must be included in the concept (institutionalizing existing practice)
- A list of groups the panels must meet during the site visit must be included in the concept (institutionalizing existing practice)
- The duration and contents of the site visit must be included in the concept (institutionalizing existing practice)



- The Quality Coordinator will be affiliated with all project groups
- A debriefing of the Head of Study Programme is considered included in the concept to complement the debriefing of the project group

During 2016 ITU will practise how to make input from different sources and processes come together in a meaningful way in the annual Study Programme Report, e.g. input from Programme Reviews, Employers' Panels and student evaluations. It is important not to make small changes all the time that point in different directions and there are many sources of information on the quality of a study programme.

## 9. Student Evaluations of Projects and Programmes

### Extract from the Letter of Decision

*“... the panel considers it important that all learning activities ... have associated quality assurance, with systematic and transparent follow-up procedures ... Further students do not evaluate the entire programme ...”*

### Introduction

ITU has a long tradition for systematic course evaluations. As pointed out by the Accreditation Panel, the evaluation system has not included entire study programmes, final projects or other projects. During 2015 a concept for such evaluations has been developed. It will be implemented in 2016.

### Working on the Issue

The project owner was the Head of Department while the project manager was one of the professional project managers at ITU. The issue was part of the preliminary discussions in spring 2015 on how to work on the issues raised by the Accreditation Panel and Accreditation Council. The Project Portfolio Group decided on a Project Board consisting of the Head of Department, Head of Research & Learning Support and a representative from Student Affairs and Programmes. Members of the Project Team were from Research & Learning Support. The team was obligated to consult frequently with faculty and students. Later the Head of Studies became a support member of the project team because closer VIP representation was needed. Executive Management approved that the project should focus on evaluations of programmes and final projects, leaving evaluations of other projects to be developed in 2016.

In August 2015 the project team began working on the three main products:

- The concept
- The questionnaires
- The practical execution of the surveys

Before drafting the concept, the project team, Head of Studies and a Programme Coordinator (from SAP) held a workshop to gather ideas and suggestions. During fall 2015, a number of drafts were written and reviewed by the Project Board as well as Head of Studies and SAP. In November 2015, the Project Board finalized the concept (Concept, appendix 86).

The questionnaires were developed through several parallel rounds of hearing:

1. Heads of Programme and Study Board were initially heard on possible themes and topics for the questionnaires (what should we ask the participants?) and later they were heard on the questions.
2. Head of Studies was heard separately on the questions.
3. Selected recent graduates were heard on possible themes and topics for the questionnaires (what should we ask the participants?).
4. When the questionnaires were close to completion, randomly selected students at ITU were asked to give feedback on them (language, questions, options for answers, length etc.).

The Project Board finalized the questionnaires in November 2015 (Questionnaires, appendix 87).

The Project Board decided to outsource the practical execution to an external provider due to lack of internal resources to carry out the task (ITU has positive experiences with outsourcing of this kind of tasks).

During fall 2015, the project team had several meetings with the Vice Chancellor concerning the integration of the evaluations into the Annual Wheel. They also discussed the procedures for analysis and application

of the results, seeking to anchor the evaluations in the organization and fit them into all the other quality assurance processes at ITU.

### Changes in operations

The purpose of the concept is for the evaluations to serve as a means to improve study programmes and improve the quality of supervision and project processes (Concept, appendix 86). As with the course evaluations, a predicate has been set for the results (the score of any of the three evaluations must be at least 4.75 on a scale from 1.0 to 6.0 where 6.0 is the best):

- Programme Evaluation: 4.75
- Final Projects Evaluation: 4.75
- Other Projects Evaluation: 4.75

The predicate makes it easy to determine if the results of the evaluation require further attention.

The concept describes the different roles and responsibilities during the process and the process itself, including follow-up. All participants in the workshop mentioned above agreed to align the evaluation processes with the course evaluation process, as they are comparable in nature.

The questionnaires have been kept as short as possible to make it quick and easy for the respondents to answer. The purpose of this is to get a good response rate. At the same time, respondents are given the possibility of adding qualitative comments to each question. The respondents to answer the questions use the same scale as in the course evaluations (Concept, appendix 86, page 2).

The evaluations are part of the Annual Wheel of quality assurance processes. The execution and reporting are timed to fit the rest of the data collection for the Study Programme Reports and Education Portfolio Report.

The first round of programme and thesis evaluations will run in spring 2016. From now on, every early February and September, SAP will draw the list of recent graduates (graduates from the past six months since the last survey) and forward it to the external provider who then carries out the survey. As the respondents for the two evaluations are the same (students who have recently finished their final project = students who have recently graduated) the questionnaires will be pooled into one questionnaire in two parts. The external provider sends the results (Delivery Specification, appendix 88) to ITU by the end of March and October.

### Results from Programme Evaluations

Recipients of the reports (one general and ten programme specific) are Head of Studies, Heads of Study Programme, Education Group, Executive Management, Board of Studies and the Learning Unit. In addition the four SAT's receive the relevant programme specific reports. The Heads of Study Programme must advise the Board of Studies and develop a plan for follow-up (Appendix to Concept, appendix 89). Head of Studies supports the follow-up process and secures that it is done according to procedures. The results are part of the data behind the Study Programme Report and Education Portfolio Report.

### Results from Final Projects

All supervisors receive their individual report and the Learning Unit receives all the individual reports. Programme-based reports (pooling the individual reports belonging to the programme) are received by Head of Studies, Executive Management, Education Group, Learning Unit and Heads of Study Programme (only the report for the programme they head). In addition, the four SAT's receive the relevant programme specific reports. Section based reports (pooling the reports of supervisors belonging to the Section) are received by Heads of Section, Education Group, Executive Management and Learning Unit (Appendix to

Concept, appendix 89). Supervisors with critical score/issues hold a meeting with their Head of Section where follow-up is discussed. Head of Department supports the follow-up process and secures that follow-up is done according to procedures. Heads of Study Programme must advise the Board of Studies and develop a plan for follow-up on problems with the project processes.

### Experiences

Since the concept is implemented during 2016 there are no experiences with it as of yet. By 1<sup>st</sup> march 2016 the surveys have just been closed and the reports have not been delivered yet (they can be forwarded from April on request).

### Looking to the Future

So far, two out of three evaluations have been developed and implemented. During spring 2016 the third (evaluation of other projects not covered by the course evaluations) will be developed. The plan is to implement the evaluation in fall 2016. The evaluation is already included in the concept but the questionnaire is yet to be developed. A project manager from the Project Management Office will be the driving force while SAP will adjust the concept and Research & Learning Support develop the questionnaire. The same groups as with the other questionnaires will be heard during the process.

The project will run until November 2016 when all evaluations are implemented and the first cycle of using the evaluations in the quality assurance processes is completed.

ITU expects to carry out a couple of rounds of evaluations before the concept itself is evaluated. A likely topic is how to integrate surveys as much as possible (programme, final projects and graduate surveys) so as not to fatigue the participants thereby risking a low response rate.

## 10. Conclusion and forward to the appendices

In this document, we have sought to summarise

1. *How* ITU has worked on addressing the issues that were listed in the Letter of Decision, including a description of who did what, listing key contributions of students, employees and external stakeholders (the new employers' panels and the review panels);
2. A list of *new products*, which we found were necessary in order to address the issues listed in the Letter of Decision in a *systematic* way, including a new Quality Policy document; a new Annual Wheel (with very detailed descriptions of flow of information); new templates; new role descriptions; new concepts for evaluations of study programmes and of (final) projects;
3. *Experiences* with the new ways of working with quality at ITU, including reflections on further work on the Quality System.

In the appendices, we provide documentation illustrating the first two items. Thus, we include both the new products, e.g., the new Quality Policy document, and examples of their use, e.g., completed Study Programme Reports and Reports from Employers' Panels and External Review Panels. The statements concerning experiences with the new ways of working with quality at ITU are based on the Quality Coordinator's interviews with internal stakeholders; the panel is of course welcome to check our submitted representation of those experiences directly with the stakeholders in question.

We feel apologetic for submitting what we consider to be a large volume of Appendices with this application. However, the processes in the Quality System involve a considerable number of individuals and documents, so there is just quite a lot of material to consider, if one wants to get a true picture of the actual, inner workings of the system.

The university has worked seriously on all the issues listed in the Decision Letter, but we do realise that progress has been faster on some issues than on others. However, having worked on all the issues for a little over a year, there is not a single of the nine issues where we feel at a loss as to how we should proceed with the work from here.

Finally, looking back at the work since November 2015, one has to admit that the processes underlying the Quality Policy take time to execute and add up to quite a big machine. However, one by one, the wheels of that machine have started turning. ITU now does have inclusive, bottom-up processes in operation which systematically gather and distribute quality-related information and which systematise the follow-up on that information. It is not difficult for us to imagine how the university can continue the operation (and continuous improvement) of the processes that underlie the Quality Policy.

## 11. List of Abbreviations and Key Management Groups

Key management groups at ITU are:

Department Management	Head of Department and Heads of Section (the Department is organised in sections according to research areas)
Education Group	Head of Department, Head of Studies, Head of Communication, Head of Research & Learning Support and Head of Student Affairs and Programmes.
Executive Management	Vice Chancellor and University Director
Group of Managers	Executive Management, Education Group, Heads of Section and Head of the Ph.D. School

A number of abbreviations are used at ITU. Some of them appear in the application and appendices.

DDK	MSc in Digital Design and Communication (sometimes called KDDK)
DIM	MSc in Digital Innovation and Management (sometimes called KDIM)
DMD	BSc in Digital Media and Design (sometimes called BDMD)
DVIP	Part time, external staff engaged in teaching and supervising
EPR	Education Portfolio Report
FTE	Full Time Equivalent
Games	MSc in Games (sometimes called KGames)
GBI	BSc in Global Business Informatics (sometimes called BGBI)
HoD	Head of Department
HoS	Head of Section (the Department is divided into Sections)
HoSP	Head of Study Programme (responsible for a study programme)
HoST	Head of Studies
ILM	Professional Master in IT Management (sometimes called MILM)
IND	Professional Master in Interaction Design (sometimes called MIND)
PPG	Project Portfolio Group (a unit in the Project Management Office in charge of the Project Portfolio at ITU)
PQD	Primary Quality Data
QP	Quality Policy
R&L	Research & Learning Support (administrative support to the Department)
SAP	Student Affairs and Programmes (administrative department)

SAT	Subject Area Team (sub-groups to the Board of Studies)
SDT	MSc in Software Development (sometimes called KSDT)
SEN	Professional Master in Software Engineering (sometimes called MSEN)
SPR	Study Programme Report
SWU	BSc in Software Development (sometimes called BSWU)
TAP	Administrative Staff
ToR	Terms of Reference
VIP	Faculty, research staff

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# QUALITY POLICY FOR 2016

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IT University of Copenhagen

Version 6 (Final Version)

NOVEMBER 27, 2015  
IT UNIVERSITY OF COPENHAGEN  
Rued Langgaards Vej 7, DK 2300 S

Preamble of the Quality Policy	
Summary	<p>The Quality Policy defines Quality Standards of the IT University of Copenhagen (ITU). Further, the document names ITU's so-called (<i>Quality</i>) <i>Work Processes</i> (e.g., the work processes through which the Quality Standards are maintained and monitored); and describes the so-called <i>Alarm Handling Processes</i>, i.e., the processes that are invoked upon discovery of breach of quality standards.</p>
Context for the Quality Policy	<p>The Quality Policy is sub-ordinate to ITU's overall strategy and development contract, which contain development goals. The university reports on all development goals in its Annual Report and the reporting is audited by the university's Auditor and by the Auditor General.</p> <p>The Quality Policy is approved by Executive Management, who submits it to the Danish Accreditation Institution for their assessment, as part of the institutional accreditation process.</p> <p>At ITU, a study programme is said to be <i>ideal</i>, if [2, p. 6]</p> <ol style="list-style-type: none"> <li>1) it attracts a large number of well-qualified students; and</li> <li>2) the academic contents and the teaching are both world-class; and</li> <li>3) it gives the students the competences needed for the future job market.</li> </ol> <p>ITU systematically works towards all of its study programmes becoming ideal. This quality enhancement work is formalised through <i>development goals</i>, present in the university's development contract[3] and strategy documents [1,2].</p> <p>Any failure to reach development goals is obviously a challenge that the university must address, but it is not necessarily a sign of poor quality in existing study programmes.</p> <p>By contrast, the university has defined a set of <i>quality standards</i>, the breach of which is a sign of quality issues that need to be dealt with in a manner, which has been thought out in advance. That is the quality assurance part of the quality work.</p> <p>We use this distinction between <i>goals</i> and <i>standards</i> throughout this Quality Policy.</p> <p>The Quality Policy has been designed in accordance with European Standards and Guidelines (ESG) for internal quality assurance within higher education institutions [4] and the guidelines for institutional accreditation by the Danish Accreditation Institution[5].</p>
Purpose	<p>Ideal study programmes arise not just (or even primarily) through reporting and control but, more importantly, through the day-to-day work that faculty perform with other faculty, with external stakeholders and with students.</p>

	<p>To assure and continuously enhance quality, however, it is necessary to know the current state of affairs, to record the arguments for changes and to ensure that good ideas are tested and, if successful in test, adopted in practice. This requires appropriate organizational structures and coordination of efforts. The purpose of this Quality Policy is to describe the organisation and coordination of efforts through which ITU continuously and systematically assures and enhances quality.</p> <p>The day-to-day users of the Quality Policy include teachers; those who have leadership responsibilities for teaching or research at ITU; all student and faculty representatives serving on Subject Area Teams and the Board of Studies; and those members of the administration who work with education.</p>
Scope of the Quality Policy	<p>The Quality Policy defines ITU's Quality Standards; names ITU's so-called (<i>Quality</i>) <i>Work Processes</i> (e.g., the work processes through which the Quality Standards are maintained and monitored); and defines the so-called <i>Alarm Handling Processes</i>, i.e., the processes that are invoked upon discovery of breach of quality standards. Some alarm handling actions are <i>mandatory</i> (described using words like "must"); other actions, described using words like "may" or "suggest", are <i>recommendations</i>, which may be replaced with other ones which, in the eyes of those responsible for the quality standards, are at least as effective as the ones listed in this document.</p> <p>The Quality Policy focusses on quality standards. (By contrast, the achievement of goals typically happens through establishment of a formal project within ITU's project governance structure. However, the reporting structure defined by the Quality Policy includes reporting on goals.</p> <p>The Quality Policy applies to all Bachelor, MSc and part-time programmes at ITU. The procedures for starting new study programmes are described in a separate document [21].</p>
Policy Areas	<p>The Quality Policy has three so-called <i>Quality Policy Areas</i>, corresponding to ITU's definition of what it means for a study programme to be ideal:</p> <ol style="list-style-type: none"> <li>1) Recruitment and Admission of Students</li> <li>2) Teaching and Learning</li> <li>3) Graduates' Careers</li> </ol> <p>For each Quality Policy Area, we state in this Quality Policy:</p> <ol style="list-style-type: none"> <li>a) Relevant context in which the Quality Policy Area resides, e.g., relevant development goals;</li> <li>b) Definition of the quality standards for that area.</li> </ol> <p>Every quality standard is either decidable by itself or broken down into sub-ordinate standards, which are decidable; in the latter case, we say that the standard is met, if all the sub-ordinate standards are met.</p> <p>For each standard, the Quality Policy states who is responsible for the standard.</p>
Responsibility	<p>The Vice Chancellor is responsible for the Quality Policy; the implementation of</p>

	<p>the policy takes place through processes anchored in Executive Management.</p> <p>The implementation of the policy respects delegations given by law or by delegation from the Vice Chancellor. For example, by law, the Board of Studies is responsible for the quality assurance of individual study programmes, whereas, by delegation from the Vice Chancellor, the Department Management is responsible for hiring of faculty.</p> <p>Throughout this Quality Policy, to be responsible for a quality standard means:</p> <ul style="list-style-type: none"> <li>• At regular intervals (which are defined in this Quality Policy), one must find out whether the standard is met or not</li> <li>• One must record the documentation showing that the standard is met or not at the place indicated in the Quality Policy</li> <li>• If the standard is not met, one must initiate follow-up actions, as stated in the quality standard.</li> </ul> <p>This Quality Policy lists responsibilities by quality standards rather than by roles. Thus, the definition of a standard within a Quality Policy Area contains the following fields:</p> <ul style="list-style-type: none"> <li>• Summary (optional): A brief summary about what the quality standard says;</li> <li>• Terminology (optional): Introduction of concepts or notation used in this (and perhaps subsequent) quality standards;</li> <li>• Predicate: a decidable, boolean predicate defining when the standard is met;</li> <li>• Responsible: reference to role or collegial body which is responsible, in the sense defined in this Preamble;</li> <li>• (Quality) Work Process: reference to or description of a process which contains the monitoring and follow-up actions of the standard; see [19] for descriptions of all processes;</li> <li>• Place of record: where is documentation of the fulfilment or otherwise of standard to be stored;</li> <li>• Alarm-handling Process: description of process describing corrective steps in cases the standard is <i>not</i> met, i.e., if the predicate of the standard is <i>false</i>.</li> </ul>
Primary Quality Data	<p>Some standards refer to or rely on so-called <i>Primary Quality Data</i>, of which there are the following:</p> <ul style="list-style-type: none"> <li>• Recruitment and Admission of Students <ul style="list-style-type: none"> <li>a) Recruitment and Admission (number of applicants, number of applicants admitted, and number of admitted students together with origin of admitted students)</li> </ul> </li> <li>• Teaching and Learning <ul style="list-style-type: none"> <li>b) For full-time studies: drop out after first year, average delay, compared to Curriculum Document<sup>1</sup> schedule, and rate of students who complete within scheduled time plus one year</li> </ul> </li> </ul>

<sup>1</sup> In this document, we use the term “Curriculum Document” is used for what in Danish is called “studieordning”. We use the term “curriculum” to refer collectively to all learning objectives and learning activities.

	<ul style="list-style-type: none"> <li>c) Research-based teaching (VIP/DVIP-ratio)</li> <li>d) Course Evaluation Results</li> <li>e) Student Evaluations of Final Projects and Entire Programmes</li> <li>f) Intensity of learning activities, measured as lessons taught (Danish: “undervisningslektioner”)</li> </ul> <ul style="list-style-type: none"> <li>• Graduates’ Careers <ul style="list-style-type: none"> <li>g) Employment: gross unemployment of BSc and MSc graduates 4 to 7 quarters after graduation (study programme, ITU, national average)</li> <li>h) Ratio of MSc graduates employed within the private sector for the most recent 10 years of graduates</li> </ul> </li> </ul> <p>The definitions of the Primary Quality Data are found in <i>Appendix A Definitions of Primary Quality Data</i>.</p> <p>The University Director is responsible for making Primary Quality Data available to all employees who partake in the (Quality) Work Processes in time for when the data is to be used in the process in question.</p> <p>Some Primary Quality Data is already available to Heads of Study Programmes through existing IT systems. ITU aims to increase the degree to which Heads of Study Programmes can access Primary Quality Data through IT systems.</p> <p>Data provided by the Ministry of Further Education and Science will be used, whenever available; we assume that the Ministry of Further Education and Science will continue to provide Primary Quality Data g) and h) for ITU’s full-time study programmes.</p> <p>Clearly, quality of education cannot be reduced to Primary Quality Data. Primary Quality Data can show obvious strengths or issues, but the reports of the Quality System consider a broader range of aspects of quality.</p>
Reports and their Use	<p><b>The Study Programme Report</b></p> <p>At the level of individual study programmes, the key document is the <i>Study Programme Report</i>, in which the Head of Study Programme, after hearing the Subject Area Team of the study programme, reports to the Education Group, cc the Programme-Specific Employers’ Panel for the study programme, following a template that all study programmes share. See Figure 1. The Study Programme Report contains:</p> <ul style="list-style-type: none"> <li>• Primary Quality Data for the study programme (provided by the Administration)</li> <li>• Follow-up on the action plan of the previous period;</li> <li>• Status of goals derived from the Development Contract pertaining to the study programme</li> <li>• Status of quality standards pertaining to the study programme, including descriptions of follow-up actions initiated by standards that were not met;</li> <li>• A description of changes made to the study programme with arguments for the changes and observed effects</li> <li>• A Description of changes made to the study programme as a results of</li> </ul>

- recommendations made by the employers' panel
- A SWOT-analysis for the study programme; and
- An action plan for the quality work for the coming period.

The Study Programme Report forms the basis of a recurring *Study Programme Quality Status Meeting* between the Head of Study Programme and the Education Group.

Cycle time: 1 year.

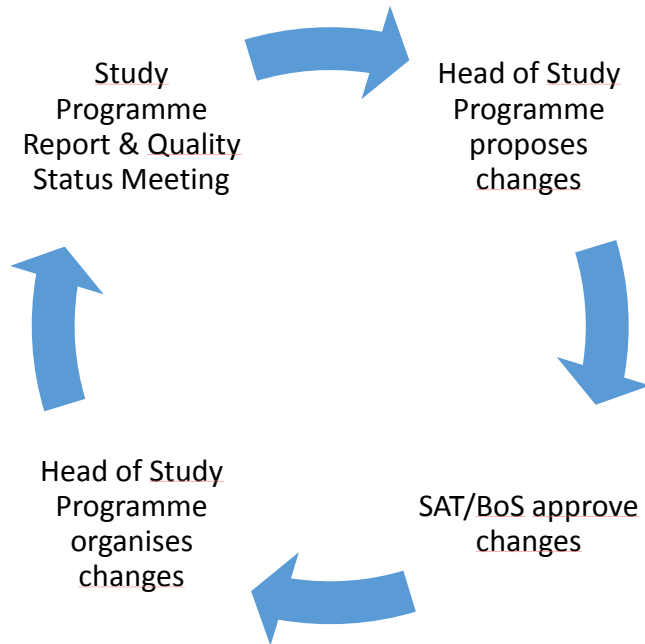


Figure 1, Context of Process StudyProgrammeReport (simplified)

### The Education Portfolio Report

Based on the Study Programme Reports, the Education Group prepares an *Education Portfolio Report* and, after hearing the Board of Studies, submits the report to Executive Management. See Figure 2. The report describes:

- Strengths and successes of study programmes, including contributions to reaching development goals
- Opportunities for the university
- Threats and Weaknesses
- A tabular summary of the extent to which ITU's study programmes has met the goals and standards (red/green), with one row per goal/standard and one column for each study programme.
- Recommendations to Executive Management concerning the future of those study programmes that have breaches of quality standards.
- Recommendations to Executive Management concerning how the quality system itself might be improved.

Cycle time: 1 year.



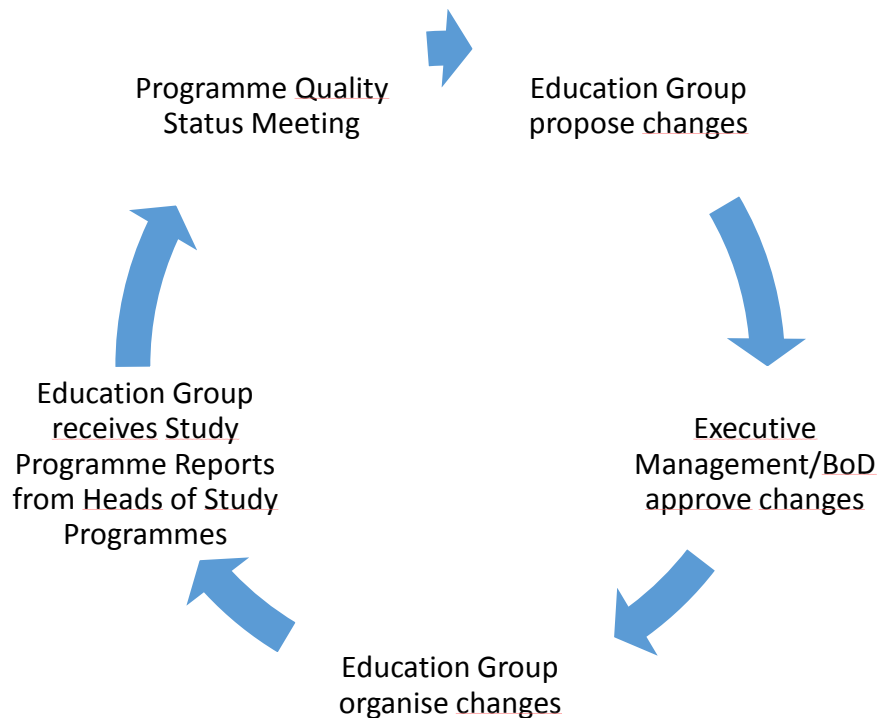


Figure 2 The Education Portfolio Report and its use in Portfolio Quality Status Meetings (simplified)

#### The Decision Memo

Based on the Education Portfolio Report, Executive Management can decide

- To reduce or increase admission numbers;
- To terminate a study programme
- To initiate the development of a new study programme
- To make changes to the organisation of the quality system;

Management document their decisions in a *Decision Memo*. Furthermore, the ITU Board of Directors read and discuss the Education Portfolio Report and question Executive Management about their follow-up actions.

Cycle time: 1 year.

#### The Programme-Specific Employers' Panel Report

The Programme-Specific Employers panels [6] each write a *Programme-Specific Employers' Panel Report*. The report is used by the Executive-level Employers' Panel; the Heads of Study Programmes of the programmes in question; the Head of Studies; the Education Group and the Vice Chancellor. The Programme-Specific Employers' Panel Report is discussed by the Subject Area Team and serves as input to the Study Programme Report.

Cycle time: 1 year.

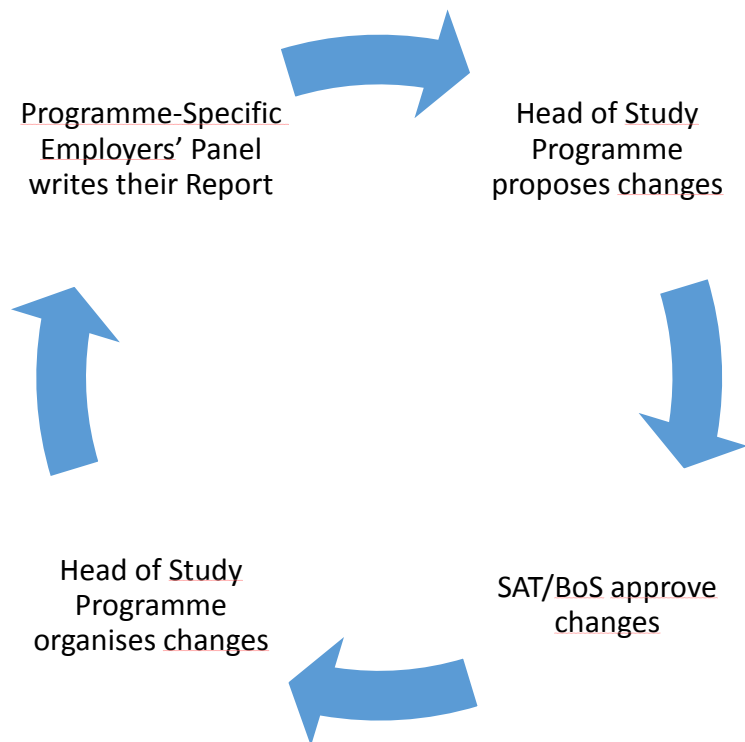


Figure 3 Programme-Specific Employers' Panel meetings (simplified)

#### The Executive-Level Employers' Panel Report

The Executive-Level Employers panel [7] writes an *Executive-Level Employers' Panel Report*, which it submits to the ITU Board of Directors through Executive Management, cc the Head of Studies. The Executive-Level Employers' Panel Report is discussed at a meeting in the Board of Directors. Executive Management is responsible for implementing whatever changes the Board of Directors decide.

Cycle time: 1 year.

#### Programme Review Reports

ITU organizes regular reviews of its study programmes [8,9,10]. Each review involves the formation of an external panel, which, upon completion of the review, produces a *Programme Review Report* [10], which it submits to the Education Group. The Programme Review Report serves as input to the writing of the Study Programme Report.

Cycle time: 5 years (two study programmes are reviewed every year and there are currently 10 study programmes).

#### Study Environment Assessment (Danish: "undervisningsmiljøundersøgelse")

As required by law, ITU regularly conducts a Study Environment Assessment. Follow-up actions on the Study Environment Assessment Report are recorded in the Study Programme Reports and the Education Portfolio Report.

Cycle time: at most 3 years. Most recent Study Environment Assessment was

	<p>October 2014.</p> <p><b>Graduate Surveys (Danish: “dimittendundersøgelser”)</b>  A graduate survey is a survey in which persons who have graduated within the previous three years from the university are asked questions relating to their transition into the labour market. Graduate Surveys provide input which is relevant for the continuous improvement of the study programmes. There are two types of Graduate Surveys: programme-specific and overall. The programme-specific graduate surveys are input to the <code>StudyProgrammeReport</code> process, the <code>EmployersPanelMeeting</code> process and the relevant Programme Review Report. The overall graduate survey is input to the <code>ExecLevelEmployersPanelMeeting</code> and the <code>PortfolioReport</code> processes.</p> <p>Cycle time: 3 years (2012, 2015, 2018, ...)</p>
(Quality) Work Processes	<p>By (Quality) Work Processes we mean documented work processes which play a role in the quality assurance and quality enhancement work. We put the word Quality in parentheses to emphasise that ITU does not have a separate kind of work process for “quality work” but that, rather, quality assurance and enhancement are part of day-to-day work processes.</p> <p>In order to support continuous improvement, (Quality) Work Processes are cyclical in nature. Since activities implementing the Quality Policy are embedded in production processes which are also cyclical in nature (due to the yearly or half-yearly cycles that permeate all study programmes), (Quality) Work Processes are often described as cyclic processes (Danish: “årshjul”).</p> <p>Cyclic improvement processes follow the following pattern: collect data; suggest changes; approve changes; and organise changes. These phases are time boxed within the cyclic processes. Some changes take longer than one cycle to implement. That is why there is no time boxed “implement” phase in the cyclic processes. Rather, <i>organising</i> changes may mean <i>implementing</i> changes (if they can be made quickly) or <i>planning</i> larger changes, for example as PPG projects.</p> <p>There are two kinds of processes: basic and composite.</p> <p>The declaration of a basic process specifies what types of data the process needs in order to start and what type of result it is going to deliver. Furthermore, the specification describes who owns the process. The owner is the person, role or organisational unit, who is responsible for the result being produced within the allocated period. The allocated period is also specified (in working days).</p> <p>The other kind of process is the composite process. It too has a name, an owner, typed parameters and a result type. However, the body of the process is different in that it can contain calls to other processes (basic as well as composite). Cyclic Processes are often composite</p>

	<p>We have expressed the process declarations in a domain-specific specification language, called <b>Flow</b>, which we have devised to this end. <b>Flow</b>-specifications of all the processes mentioned in this Quality Policy are available in a separate compendium [19], which also contains a computer-generated annual wheel, which lists the major yearly tasks and the information flow between them.</p> <pre> <b>proc</b> CourseEvaluation(t: tick):   (Organised Course-Level Changes*    Organised Course-Level Changes*    Organised Course-Level Changes*    Organised Course-Level Changes) <b>owner</b> Board of Studies <b>work</b>   a=CompleteCourseEvaluationQuestions(t);   b=RespondToStudentEvaluations(a);   (och_GBI=CevalFollowUp(GBI, a, b)      och_DIM=CevalFollowUp(DIM, a, b)      och_DMD=CevalFollowUp(DMD, a, b)      och_DDK=CevalFollowUp(DDK, a, b)   ) <b>result</b> (och_GBI, och_DIM, och_DMD, och_DDK); </pre> <p>Figure 4 Example of Process Specification, namely the CourseEvaluation process for four study programmes (GBI, DIM, DMD and DDK). The process awaits a start signal (t). When executed, the process will return a quadruple of organised changes, one for each study programme. This happens in three steps. First, the students complete the course evaluation questionnaires, returning in a set of answers (a). Second, teachers respond to these answers, resulting a set of responses (b). Third, four follow-up processes are run in parallel ( ), resulting in each their set of organised changes (och_GBI, och_DIM, och_DMD and och_DDK). Then the quadruple of changes are returned as the result of the process. Each of the sub-processes (CompleteCourseEvaluationQuestions, RespondToStudentEvaluation and CevalFollowup have their own specification (not show here, but present in [19]).</p> <p>Flow is executable, the result being an annual wheel. The part of the annual wheel for 2016 corresponding to the first of the two annual runs of the course evaluation is shown in Appendix B.</p>
Decision Powers	<p>The Work Processes are designed with the following principles in mind:</p> <ol style="list-style-type: none"> <li>1. Responsibility and Decision Powers must be aligned: those who have the responsibility must also have the decision powers needed to live up to that responsibility;</li> <li>2. Decisions must be made as close to the actual teaching as possible, and</li> </ol>

	<p>no closer. For example, at course manager is free to make changes on a course which have no significant bearing on the intended learning outcomes of the course; other course-level changes must be approved at the appropriate level, for example a subject area team or board of studies, depending on the scope of the consequences of the change;</p> <p>3. Collective bodies (including subject area teams, board of studies and employers' panels) must be involved in the matters that, by law or by their terms of reference, they are supposed to discuss or approve. For example,</p> <ol style="list-style-type: none"> <li>Changes on a study programme proposed by a course manager which may in some significant way impact the learning outcomes of the course or the study programme should be approved by the appropriate subject area team;</li> <li>Changes on one study programme proposed by a subject area team that may impact more than that study programme should be approved in the Board of Studies;</li> <li>While the university decides what is taught in its study programmes, the relevant employers' panel(s) should be heard about changes to study programmes that may impact the employability of graduates;</li> <li>Executive Management recommends the creation and termination of study programmes to the Board of Directors, after hearing of the Board of Studies, the Education Group and, in the case of termination, the relevant Employers' Panel.</li> </ol>
Revision of Quality Policy	<p>Executive Management review the Quality Policy Preamble every three years. In addition, Executive Management can at any time initiate revision of the Quality Policy or parts thereof and is obliged to consider doing so, if the Education Portfolio Report reveals systemic quality issues. The Board of Studies and the Education Group can submit requests for changes to the Quality Policy to the Executive Management.</p> <p>The Development goals and standards of the Quality Policy are revised once a year, although the Development goals are given by the Development Contract, which typically has goals for three consecutive years. The Head of Department and the Heads of Study Programme formulate study programme-specific goals and standards once a year. It is the responsibility of the Head of Department to ensure that fulfilment of the study programme specific goals and standards is sufficient for the achievement of the institutional goals and standards decided by the Board of Directors.</p>
References	<ol style="list-style-type: none"> <li><a href="#">ITU Strategy 2012-2016</a></li> <li><a href="#">ITU Education Strategy 2012-2016</a></li> <li><a href="#">ITU's Development Contract</a></li> <li><a href="#">European Standards and Guidelines</a></li> <li><a href="#">The Danish Accreditation Institution: Institutional Accreditation (guide)</a></li> <li><a href="#">Terms of Reference Programme-Specific Employers' Panels</a></li> <li><a href="#">Terms of Reference Executive-Level Employers' Panel</a></li> <li><a href="#">Concept for Review of ITU Study Programmes</a></li> <li><a href="#">Template for Terms of Reference for Programme Reviews</a></li> <li><a href="#">Template for Programme Review Report</a></li> </ol>

	<ol style="list-style-type: none"> <li>11. <a href="#">Role Description for Head of Studies</a></li> <li>12. <a href="#">Role Description for Head of Study Programme</a></li> <li>13. <a href="#">Role Description for Head of Board of Studies</a></li> <li>14. <a href="#">Role Description for Head of Section</a></li> <li>15. <a href="#">Role Description for Head of Department</a></li> <li>16. <a href="#">Role Description for Vice Chancellor</a></li> <li>17. <a href="#">Subject Area Team Meetings</a></li> <li>18. <a href="#">Description of Education Group</a></li> <li>19. <a href="#">IT University of Copenhagen: Compendium of Work Processes Supporting the Quality Policy of the IT University of Copenhagen</a></li> <li>20. <a href="#">The role of the Board of Studies is described in § 15 of "Vedtægter for IT-Universitetet i København", signed June 20, 2012</a></li> <li>21. Concept for Development of New Study Programmes at the IT University of Copenhagen</li> </ol>
Transparency	<p>This document and the documents listed under "References" items 1 through 5 are public documents, available through the Internet. The documents listed under "References" item 6 to 20 are available through the Intranet or F2.</p> <p>Study Programme Reports, Education Portfolio Reports, Programme Review Reports and reports from the employers' panels produced as a result of the actions described by this Quality Policy are public information and can be provided upon request.</p>
History	<p>Executive Management, the Head of Studies and the Head of Department drafted and edited this document. The document was repeatedly discussed by the Extended Group of Managers (which includes the Education Group; all section heads and the four Heads of MSc Study Programmes), before it was sent for hearing among faculty and student representatives in the Subject Area Teams and the Board of Studies and the Board of Directors.</p>

## 1 Recruitment and Admission of Students

Context for the Quality Policy Area (based on ITU strategies and ITU's development contract)

ITU wants to attract a large number of well-qualified students [2].

The number of admitted MSc students, who qualified at a Danish educational institution other than the IT University of Copenhagen, must be at least 230 [3].

### 1.1 Quality Standard

#### Number of Students Admitted

Summary	It is part of ITU's strategy to attract a large number of well-qualified students. This Quality Standard makes precise what "large number" means.
Predicate	The Study Programme admits at least as many students as assumed in the budget.
Responsible	Head of Study Programme
(Quality) Work Process	CheckAdmissionsOutcome
Place of record	Admission Memo (and Study Programme Report)
Alarm Handling Process	Recommendations: <ol style="list-style-type: none"> <li>1) Investigate whether there are changes in the competitive situation which can explain the insufficient admission;</li> <li>2) Revisit red lights from previous Head of Studies report to see whether there are unresolved issues that could explain failing admission;</li> <li>3) Investigate whether the number of applicants is much larger than the number of admitted students and if so, whether changes to the admission process are necessary.</li> </ol>

### 1.2 Quality Standard

#### Qualifications of Admitted Students

Summary	It is part of ITU's strategy to attract a large number of well-qualified students. This Quality Standard makes precise what "well-qualified" means.
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#### 1.2.1 Quality Standard

##### Well-qualified Students (MSc and Master degrees)

Predicate	At the time the Head of Study Programme assessed the applicants, (s)he did not recommend admission of any student whom, in the opinion of the Head of Study Programme, had weak qualifications.
Responsible	Head of Study Programme
(Quality) Work Process	CheckAdmissionsOutcome
Place of record	Admission Memo (and Study Programme Report)

Alarm Handling Process	<ol style="list-style-type: none"> <li>1) (Mandatory) Quantify the extent of the phenomenon, preferably with a description of what weaknesses are observed;</li> <li>2) (Mandatory) Consider what changes to the admission process would be necessary to eliminate the problem;</li> <li>3) (Mandatory) Consider whether there are aspects of the programme itself that could be changed in order to attract more well-qualified students;</li> <li>4) Discuss with the Communications department whether the marketing of the programme needs to be changed to reach more well-qualified students.</li> </ol>
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### 1.2.2 Quality Standard

#### Well-qualified Students (Bachelor degrees)

Terminology	Under the Danish coordinated application system (KOT), there are two types of applicants. Quota 1 applicants are admitted based on grades; quota 2 applicants are admitted based on other criteria as well.
Predicate	No Quota 1 applicant with a grade point average below 7.0 was admitted.
Responsible	Head of Study Programme
(Quality) Work Process	checkAdmissionsOutcome
Place of record	Admission Memo (and Study Programme Report)
Alarm Handling Process	(same as in 1.2.1)

### 1.3 Quality Standard

#### Study Programmes Large Enough to Meet Demand

Summary	ITU avoids rejecting well-qualified applicants on programmes for which employment rates are good.
Predicate	For all MSc and BSc programmes, it is not the case that the programme meets all employment standards (i.e., meets Quality Standard 3.2) and could have admitted 20 students more without breaking Quality Standard 1.2.
Responsible	Head of Study Programme
(Quality) Work Process	checkAdmissionsOutcome
Place of record	Study Programme Report
Alarm Handling Process	<p>Recommendations:</p> <ol style="list-style-type: none"> <li>1. Head of Study Programme makes a written request to the Department Management for resources necessary for an expansion of the capacity;</li> <li>2. Department Management accepts or rejects the request and notifies the Head of Study Programme of its decision. If the Department Management does not have resources available, it may apply to Executive Management for a Budget Extension, before deciding.</li> </ol>



## 2 Teaching and Learning

Context for the Quality Policy Area (based on ITU strategies and ITU's development contract)

### From Education Strategy[2]

ITU wants the academic contents and the teaching to be world-class [2].

Furthermore [2, p. 10-11], students must be

- Learning about other's research
- Learning to do research – research methods
- Learning in research mode – inquiry-based

To ensure the first two bullets, it is important that the research faculty ensure the academic standards of the teaching (see 2.6); to ensure the last bullet, it is important that the students work with and get feedback from the research faculty (see 2.5, 2.6).

The Education Strategy explicitly mentions the role part-time lecturers can play in ensuring that the students meet the ITU understanding of what good research is, namely that good research is motivated both by a quest for deep insight and by consideration of use. Some research faculty are more motivated by a quest for deep insight than consideration of use and some part-time lecturers are more motivated by consideration of use than by the quest for deep insight, so it is important for students to work with both research faculty and part-time lecturers (see 2.5, 2.6).

Finally, the Education Strategy states that use of external lectures at part-time programs should not differ from their use at full-time programs (see 2.5).

### From the development contract[3]:

#### 1. Course Evaluation

The average of the answers from the students to the quantitative questions in the course evaluation must be at least 4.75 on a scale from 1 to 6. This goes for each year of the period of the development contract (see 2.1).

#### 2. Completion Times

IT University of Copenhagen will reduce the average exceeding of time of study for its graduates in 2015 with 0.5 month compared to 2011; 1 month in 2016 compared to 2011 and 1.6 month in 2017 compared to 2011 (see 2.2).

#### 3. Diversity

During 2015, the IT University of Copenhagen will formulate a strategy of how the university consciously exploits that its MSc students have many different educational backgrounds. By the end of 2017, the latest, the IT University of Copenhagen will have formulated and carried out the plans of action, processes and procedures belonging to the strategy. The strategy is stated below, just before 2.1.

### Legal requirements to Quality

#### 4. Qualification Framework

The academic level of each program is at least in correspondence with its Danish qualification framework level (see 2.4).

#### 5. Research-based Teaching

The teaching is research-based (detailed in the Education Strategy [2]) (see 2.5, 2.6).

#### 6. Teacher Development Programme

All assistant professors must follow a Teacher Development Programme (Danish: "Adjunktpædagogikum")<sup>2</sup>

#### Accreditation goals

7. **Ensuring the research base** (see 2.5, 2.6)
8. **Ensuring pedagogic skills** of faculty (see 2.1, 2.3, 2.7, 2.10 and 2.11)

#### ITU's Additional Policy Statements (introduced here in response to the 2014 Accreditation Process)

##### Research-Based Teaching

By an *active researcher* we understand a person who currently conducts research (at ITU or elsewhere). Post docs are included.

ITU uses a numeric indicator, called the VIP/DVIP ratio<sup>3</sup>, to measure the ratio of student learning activities that had researchers as responsible over the number of student learning activities that had part-time lecturers as responsible. ITU has a quality standard for the VIP/DVIP ratio, which applies to all study programmes (see 2.5).

Concerning teaching on courses, it is the policy of ITU that

1. Curriculum development responsibility lays with active researchers employed at ITU. Part-time teachers who are course managers collaborate with active researchers employed at ITU on course design; including planning of intended learning outcomes; learning activities and exam form.
2. The employment of DVIP in teaching on courses must have one of the following two purposes:
  - a. To bring an industry perspective and/or practical expertise to courses where it is relevant;
  - b. To ensure stability of programmes. In cases where researchers become unavailable for planned teaching with short notice before a semester starts, DVIP can be stand-ins.

Concerning supervision of thesis and other final projects, it is the policy of ITU that

3. The supervisor has to supervise and help the student to reach the appropriate academic level and provide necessary support for the thesis to meet academic standards.
4. At the master and BSc levels, the supervisor should allocate at least 15 hours for supervision per project. At MSc level, the supervisor should allocate at least 30 hours for supervision per project. The number of hours is an average, including administration and examination.
5. It is possible to split the supervisor task among several active researchers, for example in case of interdisciplinary projects, but there must always be exactly one main supervisor.
6. In rare cases, the supervisor may not be an active researcher. This may for example be the case for theses that are in areas where publication venues do not yet exist. The Head of Study Programme must approve such exemptions in writing and store the approval in the records of Student Affairs and Programmes.

Finally, ITU has a model for how much faculty should teach, the so-called 2013 ECTS Model. For example, an associate professor with no teaching deductions has to deliver 715 ECTS points each year. The Analysis Department calculates ECTS productivity per section per semester, to ensure that all

<sup>2</sup> Cirkulære om stillingsstruktur for videnskabeligt personale ved universiteter - Personalestyrelsen

<sup>3</sup> Broadly, "VIP" ("videnskabeligt personale") stands for active researchers and DVIP ("deltids-VIP") stands for part-time lecturers (who do not have research obligations).

sections contribute to teaching according to the norm.

### **External Lecturers**

External Lecturers should be highly regarded professionals whose professional experience can benefit the students greatly. External Lecturers should not be recruited as a means of covering persistent holes in staffing by active researchers (see 2.7).

### **Constructive Alignment**

All planning and implementation of teaching at the IT University of Copenhagen is based on John Biggs' principles of Constructive Alignment. The overall and most important principle is that descriptions and implementation of intended learning outcome (ILO), teaching and learning activities and assessment forms must be aligned. Students should be made aware of this correlation so that they may achieve the best possible progression and results.

### **Student Participation**

Students participate in the (quality) work processes in the following ways:

- By providing input to course evaluations and evaluation of thesis and other projects and of entire study programmes and participating in the discussion with teachers following course evaluations (see process CompleteCourseEvaluationQuestions).
- By providing input to Study Programme Reviews; to the Study Programme Assessment; and, when they have graduated, to the Graduate Surveys;
- As members of Subject Area Teams and Board of Studies, which approve changes to study programmes originating from student evaluations (see process ApproveCourse-LevelChanges) or employers' panels (see process ApproveGBI-DIMChanges etc.) or Quality Status Meetings (see process ApproveProgramme-LevelChanges); and decide the course portfolio (see process RollCoursePortfolio).
- As members of the ITU Board of Directors, student participate in the discussing the Portfolio Report and the Executive Employers' Panels' report and supervising Executive Management concerning follow-up on these reports (see process BoardDiscussion); and the approval of the University's budget (see process BudgetApproval).

### **Robustness (of Manning and of Realisation of Programme Learning Outcomes under Changes)**

Although every course has a single person as course manager, courses must be designed to fit the rest of the study programme. Changes to a course must not bring the entire study programme out of alignment with learning objectives of the entire study programme, as described in the Curriculum Document, nor must it restrict the number of persons who can teach any mandatory course to just one active researcher (see 2.7).

### **Strategy Concerning Diversity of Student Population on MSc Programmes**

ITU's MSc programmes contain tracks that are designed for students from a variety of bachelor programmes. ITU has the following quality policy for diversity of MSc students on such tracks:

- 1) All MSc programmes shall have different admission tracks requiring different sets of qualifying degrees;
- 2) The university must maintain a mapping of the learning objectives described in the Curriculum Document to the qualification framework, to ensure that, for all admission tracks, the level is MSc level (see 2.4);
- 3) Admission procedures must ensure that the admitted students have the skills required to start the program (see 1.2);
- 4) In first semester activities with students of diverse backgrounds, the university must ensure that

the teachers are aware of and have the right knowledge and didactic tools to address the diversity (see 2.3);

- 5) Systematic follow-up is performed on how the diversity of backgrounds influence Primary Quality Data (see 2.3).

## 2.1 Quality Standard

### Student Evaluation of Courses and Projects/Theses and of entire Study Programmes

Terminology	<p>IT University of Copenhagen has in its course evaluation a line of <i>quantitative questions</i>, which, in addition to overriding student satisfaction, ask whether the student experiences close alignment between the course contents and the teaching goals; whether there is a close alignment between teaching goals and examination types; and whether the student finds the course relevant to his or her future job profile.</p> <p>In addition, students evaluate student projects and entire study programmes.</p>
Predicate	<ol style="list-style-type: none"> <li>1. The average of the answers from the students to the quantitative questions in the course evaluation score is greater than or equal to 4.75 (on a scale from 1 to 6) on all programmes.</li> <li>2. The average score of the answers from the students to the quantitative questions in the programme evaluation is greater than or equal to 4.75 (on a scale from 1 to 6).</li> <li>3. The average score of the answers from the students to the quantitative questions in the evaluation of final projects is greater than or equal to 4.75 (on a scale from 1 to 6).</li> <li>4. The average score of the answers from the students to the quantitative questions in the evaluation of other projects is greater than or equal to 4.75 (on a scale from 1 to 6).</li> </ol>
Responsible	Head of Study Programme
(Quality) Work Process	<ol style="list-style-type: none"> <li>1. <i>CourseEvaluation</i> (which follows up on both qualitative and quantitative data collected from students)</li> <li>2. -4. The evaluations process describes how to systematically evaluate and follow up on all ITU study programmes and projects on those programmes. All evaluations will be carried out twice a year. An external supplier carries out the evaluations. Procedures for follow-up are based on the results of the evaluations (reports), which are distributed by the Student Affairs and Programmes to Education Group, Head of programmes, individual supervisors and other stakeholders in the organization.</li> </ol>
Place of record	Study Programme Report
Alarm Handling Process	<p>Recommendations</p> <ol style="list-style-type: none"> <li>1. Identify where the issues are located, e.g. single course, single teacher, single cohort, or prevalent across the programme.</li> <li>2. Identify whether the issue lies in learning objectives or in the teaching.</li> <li>3. Develop an action plan for how to handle issues. The Course Manager or the Subject Area Team follows up on issues concerning learning objectives. The relevant Head of Section follows up on issues concerning personnel management.</li> </ol>

2.2 Development Goal	
Completion Times for BSc and MSc students	
Predicate	<ol style="list-style-type: none"> <li>1. IT University of Copenhagen will reduce the average exceeding of time of study for its graduates in 2015 with 0.5 month compared to 2011; 1 month in 2016 compared to 2011 and 1.6 month in 2017 compared to 2011.</li> <li>2. Every programme meets its specific targets concerning reduction in study times.</li> </ol>
Responsible	<ol style="list-style-type: none"> <li>1. Head of Studies</li> <li>2. Head of Study Programme</li> </ol>
(Quality) Work Process	<ol style="list-style-type: none"> <li>1. PortfolioReport;</li> <li>2. StudyProgrammeReport</li> </ol>
Place of record	<ol style="list-style-type: none"> <li>1. Education Portfolio Report</li> <li>2. Study Programme Report</li> </ol>
Actions in case the goal is not met	<ol style="list-style-type: none"> <li>1. Follow up on the action plans of Heads of Study Programmes (see 2c below) and document findings in the Education Portfolio Report.</li> <li>2. Individual programme:               <ol style="list-style-type: none"> <li>a. Identify where the issues are located, e.g. single course, single cohort, or prevalent across the program.</li> <li>b. Identify if the issue lies in the learning objectives or in the teaching.</li> <li>c. Develop an action plan for how to handle issues. The Subject Area Team follows up on issues concerning learning objectives. The relevant Head of Section follows up on issues concerning personnel management.</li> </ol> </li> </ol>

2.3 Quality Standard	
Diversity of Students on MSc Programmes	
Terminology	To enable measurements and follow-up on diversity, we distinguish between the following admission categories of students: Applicants from ITU; Applicants from Danish University (Not ITU and not a Danish Professional Bachelor degree); Applicants from Foreign University; and Applicants with a Danish Professional Bachelor degree; and Others (including some degrees under the Ministry of Culture and education within the police and the armed forces).
Predicate 1	None of the admission categories systematically fall below the average of the other categories in some of the Primary Quality Data b) og g) – concerning progress and employment, respectively.
Predicate 2	Before each semester, a workshop on coordination and pedagogics for each programme is held. The workshop addresses diversity and background of new cohorts and, for MSc programmes, is attended by both the Head of the MSc programme and the Head of the associated BSc programme.
Responsible	Head of Study Programme
(Quality) Work Process	<ol style="list-style-type: none"> <li>1. (ad Predicate 1) StudyProgrammeReport</li> <li>2. (ad Predicate 2) SemesterWorkshopAutumn and SemesterWorkshopSpring</li> </ol>
Place of record	<ol style="list-style-type: none"> <li>1. (ad Predicate 1) Study Programme Report</li> <li>2. (ad Predicate 2) Minutes from semester workshops</li> </ol>
Alarm Handling Process	<ol style="list-style-type: none"> <li>1. (ad Predicate 1) Problem must be analysed and a proposal must be developed to remedy either the curriculum or the admission procedure (mandatory)</li> <li>2. (ad Predicate 2) The Education Group tasks the Head of Department with follow-up (mandatory).</li> </ol>

## 2.4 Quality Standard

### Qualification Framework and Progression

Summary	The university must ensure that all its study programmes live up to the requirements of the Danish qualification framework.
Terminology	<p>The (Danish) qualification framework has different requirements for different levels of study programmes (BSc, MSc and Master). MSc study programmes have more than one admission track and more than one specialisation. A <i>Qualification Framework Mapping</i> is a mapping showing the relationship between the paths of study activities through the study programme permitted by the Curriculum Document and the level-specific qualification framework requirements of the study programme. For study programmes that have no specialisations and only one admission track (typically Bachelor programmes), a Qualification Framework Mapping consists of two maps, namely</p> <ol style="list-style-type: none"> <li>1. a map from the objectives for learning output (as described in the Curriculum Document) against the qualification framework requirements of the level of the study programme; and</li> <li>2. a map from the objectives for the learning output of the programme to the non-elective study activities of the study programme, each course activity listed with the relevant part of its intended learning outcomes.</li> </ol> <p>For MSc study programmes, which have more than one admission track and more than one specialisation, the Qualification Framework Mapping considers every path of non-elective study activities from admission to a specialisation permitted by the Curriculum Document.</p>
Predicate	<ol style="list-style-type: none"> <li>1) For every study programme, there exists a Qualification Framework Mapping, which is regularly reviewed; and</li> <li>2) For every study programme and for every path through the study programme which the Curriculum Document permits, the Qualification Framework Mapping shows that <ol style="list-style-type: none"> <li>a. The objectives for learning outputs which the Curriculum Document associates with that path cover the (Danish) qualification framework requirements; and</li> <li>b. The intended learning outcomes of the study activities that constitute the path cover the objectives for learning outputs that the Curriculum Document associates with that path.</li> </ol> </li> </ol>
Responsible	Head of Study Programme
(Quality) Work Process	SemesterWorkshopSpring and SemesterWorkshopAutumn
Place of record	Qualification Framework Mappings, which are stored in F2
Alarm Handling Process	Mandatory: The Subject Area Team must change the study programme to eliminate the shortcoming.

2.5 Quality Standard	
Balance between VIP and DVIP in teaching	
Summary	ITU is gradually going to increase the ratio of teaching carried out by researchers to teaching carried out by external lecturers, while maintaining that up to 25 % of the teaching should be delivered by external lecturers.
Terminology	<p>Let <math>S</math> be a set of study activities on a programme in a given period. For each study activity <math>s</math> in <math>S</math>, let <math>s_e</math> be the ECTS point size of the activity. Further, let <math>s_v</math> be the percentage of <math>s</math> taught by VIP and similarly, let <math>s_d</math> be the percentage of the activity taught by DVIP (note that <math>s_v + s_d = 100\%</math>). Finally, let <math>s_n</math> be the number of student registered on the activity. We then define the VIP/DVIP ratio for the programme in that period relative to <math>S</math> as follows:</p> <div style="border: 1px solid black; padding: 10px; margin: 10px 0;"> <math display="block">\text{VIP/DVIP ratio}(S) = \frac{\sum_{s \in S} (s_e \times s_v \times s_n)}{\sum_{s \in S} (s_e \times s_d \times s_n)}</math> </div> <p>that is, the total volume of student activities taught or supervised by active researchers divided by the total volume of student activities taught or supervised by DVIP.</p>
Predicate	For ITU as a whole, the VIP/DVIP ratio is at least 2.22 in 2015, at least 2.44 in 2016, at least 2.70 in 2017 and at least 3.00 in 2018. In 2014, the VIP/DVIP ratio was 2.19. Moreover, no study programme must have a VIP/DVIP ratio of less than 80 % of the lower limit for the institutional VIP/DVIP-ratio for the year in question.
Responsible	Head of Department
(Quality) Work Process	CourseManning. Key to the increase of the VIP/DVIP-ratio is the rolling four-semester planning of recruitment and course manning, see [19] for details.
Place of record	Study Programme Report
Alarm Handling Process	<p>Mandatory:</p> <ul style="list-style-type: none"> <li>Alarms must be recorded in the Study Programme Report. After every semester, the Department Management discuss the manning of study programmes that are in breach of the VIP/DVIP quality standard and produce a plan for how to prevent the issues from arising again.</li> <li>In case of recurrence - that is, the same issue being logged two years in a row, the head of programme is asked to propose a change to the curriculum in collaboration with the Department to solve the issue.</li> </ul>

2.6 Quality Standard	
Research-based Course Design and Supervision	
Predicate	<ol style="list-style-type: none"> <li>Every part-time lecturer who holds the role of course manager is associated with an active researcher employed at ITU, who can assist the part-time lecturer with course design; including planning of intended learning outcomes; learning activities and exam form (cf. <a href="#">item 1 listed under the Policy Statements concerning Research-Based Teaching</a>); AND</li> <li>For every employment of a part-time lecturer as course manager, there exists a documented reason for this allocation of role which adheres to <a href="#">item 2 listed under Policy Statements concerning Research-Based Teaching</a>; AND</li> <li>Every final project and thesis is supervised by an active researcher, but for <a href="#">certain rare cases</a>. This applies to Master, BSc and MSc-level.</li> </ol>
Responsible	1. Heads of Section are responsible for appointing an active researcher for each course which has a part-time lecturer as course manager; AND



	<p>2. The Head of Department is responsible for ensuring that reasons for assigning part-time lecturers course manager responsibility <a href="#">adhere to the policy statement</a> and are documented with the Course Manning Map; AND</p> <p>3. Heads of Study Programme are responsible for checking that lists of supervisors whom the students can choose between contains active researchers only.</p> <p>Moreover, Heads of Study Programme report on the fulfilment or otherwise of all three parts of the predicate in the Study Programme Reports.</p>
(Quality) Work Process	<p>1. RollCourseManningMap</p> <p>2. RollCourseManningMap</p> <p>3. The student project registration software distinguishes between whether a person is approved to supervise at BSc, Master or MSc level. Moreover, as part of the process of project agreement approval, Student Affairs and Programmes manually check whether proposed supervisors are already approved to supervise projects at the level in question and present proposals for changing the supervision rights of teachers for the approval of the Head of Study Programme. Moreover, the Head of Study Programme documents supervisor rights granted subject to <a href="#">item 6 in the policy concerning Research-Based Teaching</a>.</p>
Place of record	<p>1. Course Manning Map</p> <p>2. Comments on the Course Manning Map (kept with the Course Manning Map)</p> <p>3. Study Programme Report</p>
Alarm Handling Process	<p>Mandatory:</p> <p>To ensure feedback into the hiring system, and to allow follow-up on the research base of our programmes, all deviations from the predicate must be logged in the Education Portfolio Report. If it is related to the use of a part-time lecturer, it must further be logged</p> <ol style="list-style-type: none"> <li>Whether the part-time lecturer is an active researcher at another research institution</li> <li>Which of <a href="#">the allowed purposes</a> for the use of a part-time lecturer is involved.</li> </ol> <p>The Head of Department is responsible for finding better solutions for the following semesters as well as taking the feedback into the hiring system.</p>

2.7 Quality Standard	
Robustness (of Manning and of Realization of Programme Learning Objectives under Changes)	
Terminology	The Department Management maintains a <i>Course Manning Map</i> , i.e, a map from courses to sets of faculty who will or can teach that entire course.
Predicate	<p>1. Every course and part of a course which is mandatory for some students can be taught by at least two VIP.</p> <p>2. Every change of a course (or introduction of a new course) is checked for consistency with the overall structure and learning objectives of the study programme, as defined in the Curriculum Document.</p>
Responsible	Department Management
(Quality) Work Process	<p>CourseManning.</p> <p>Notes: The Head of Study Programme assesses whether there are mandatory courses that can only be taught by less than two VIP and reports such cases in the Study Programme Report, for the subsequent follow-up of the Department Management.</p> <p>The relevant Subject Area Team must approve changes to the course portfolio which</p>



	have any bearing on other courses or on compliance with the overall learning objectives of the programme. The Subject Area Team must document why it considers the change to be consistent with the overall structure and learning objectives of the study programme, as defined in the Curriculum Document (or else raise an alarm).
Place of record	Robustness of manning: Using the Course Manning Map, the Department Management checks whether every course can be taught by at least two members of faculty (see description of process <code>RollCourseManningMap</code> for details.) Alarms are recorded in Study Programme Report. Robustness of realization of programme learning objectives: Both arguments for changes that the Subject Area Team considers sound and alarms concerning changes that the Subject Area Team finds to be in breach of the Quality Standard are recorded in Minutes from Subject Area Team meetings, flagged as a curriculum change agenda item, so that it can be identified as such.
Alarm Handling Process	Mandatory: The course portfolio must be changed or a co-teacher assigned to the course to eliminate the weakness.

<b>2.8 Quality Standard</b>	
Completion Rates for BSc and MSc students	
Terminology	Completion of bachelor and MSc studies within scheduled time plus one year is defined in <a href="#">the statistical framework ("statistisk beredskab") of Universities Denmark</a> , indicators G1.2 and G2.2, respectively.
Predicate	1. Completion within scheduled time plus one year is at least 70 % for students enrolled as full-time students at ITU. 2. Every full-time programme satisfies that completion within scheduled time plus one year is at least 70 %.
Responsible	1. Head of Studies 2. Head of Study Programme
(Quality) Work Process	1. PortfolioReport; 2. StudyProgrammeReport
Place of record	1. Education Portfolio Report 2. Study Programme Report
Alarm Handling Process	1. Follow up on the action plans of Heads of Study Programmes (see <a href="#">2c below</a> ) and document findings in the Education Portfolio Report. (Mandatory) 2. Mandatory: Individual programme: <ul style="list-style-type: none"> <li>a. Identify where the issues are located, e.g. single course, single cohort, or prevalent across the program.</li> <li>b. Identify whether the issue lies in learning objectives or in the teaching.</li> <li>c. Develop an action plan for how to handle issues. The Subject Area Team follows up on issues concerning contents. The relevant Head of Section follows up on issues concerning personnel management.</li> </ul>

<b>2.9 Quality Standard</b>	
Contact and Feedback (Bachelor and MSc courses)	
Terminology	One ECTS of study should correspond to 27 hours of work for the student, who earns the

	credit.
Predicate	For every course which is mandatory for some students on some Bachelor or MSc programme, teachers on the course (including Teaching Assistants) must spend in total at least 20 minutes weekly (on average) with students registered on the course (not including breaks) for each ECTS of the course during the semester (14 weeks in autumn, 14 weeks in spring). This corresponds to 3 times 50 minutes of contact time weekly for a 7.5 ECTS course.
Responsible	Head of Department
(Quality) Work Process	CourseManning (using data from course descriptions)
Place of record	Study Programme Report
Alarm Handling Process	Mandatory: Research & Learning Support must raise alarms to the Head of Department, when the predicate is violated. Alarms must be recorded in the Study Programme Report. After every semester, the Department Management discuss courses that have been found to offer too little contact with students and produce a plan for how to prevent the issues from arising again.

<b>2.10 Quality Standard</b>	
Constructive Alignment	
Summary	All courses are designed according to the <a href="#">Constructive Alignment principles</a> .
Predicate	New/changed course descriptions are not finalised unless they have been approved by Research & Learning Support. Every semester, before course start, Research & Learning Support check the following: <ul style="list-style-type: none"> <li>- Intendend Learning Outcome (ILO) description is written according to the SOLO taxonomy;</li> <li>- ILOs, planned Learning Activities and Exam Forms are aligned</li> </ul>
Responsible	Research & Learning Support
(Quality) Work Process	Before the beginning of each semester, Research & Learning Support check all course descriptions. In cases where the ILOs are not consistent with the SOLO taxonomy or in cases where ILOs planned Learning Activities and Exam Forms are not in alignment, Research & Learning Support have an e-mail correspondence or a one-to-one meeting with the Course Manager, who then modifies the course description for the approval of Research & Learning Support. If Research & Learning Support cannot approve a course description, they inform the relevant Head of Study Programme in writing.
Place of record	Study Programme Report
Alarm Handling Process	Mandatory: The Head of Study Programme records cases of unapproved course descriptions in the Study Programme Report, for the consideration of the Education Group.

<b>2.11 Quality Standard</b>	
Teacher Competence Development Programme	

Summary	All teachers take part in the Teacher Development Programme.
Terminology	The <a href="#">Teacher Development Programme</a> is mandatory for all assistant professors at ITU. Part of the programme – the one day Exam Seminar on qualitative aspects of exams and exam regulations – is mandatory for all teachers (including External Lecturers) at ITU. The Introductory Teacher Development Programme for PhDs is mandatory for all PhD students. The Introduction to Teaching day is mandatory for all new teachers.
Predicate	As of February 1st (of the year of this Quality Policy), <ol style="list-style-type: none"> <li>1. All assistant professors have been signed up for the Teacher Development Programme (Danish: “adjunktpædagogikum”) unless they can document to have already completed a similar programme; and</li> <li>2. All teachers have been signed up for the Exam Seminar unless they are exempted by the Head of Section; and</li> <li>3. All PhD students who are teaching in a given semester have been signed up for the Introductory Teacher Development Programme for PhDs, unless they can document to have completed a similar programme elsewhere or are exempted by the Head of Section; and</li> <li>4. All new teachers have been signed up for the Introduction to Teaching day.</li> </ol>
Responsible	Head of Department
(Quality) Work Process	Every semester, Research & Learning Unit identify assistant professors, teachers and PhD students who have not already taken part in a required Teacher Development Programme activity and sign them up as participants.
Place of record	Competence Development Plan (F2 case maintained by Research & Learning Support, containing work documents concerning items 1 – 4.)
Alarm Handling Process	Mandatory: In case assistant professors fail to start or complete the Teacher Development Programme, teachers fail to attend the Exam Seminar, or in case PhD students fail to start or complete the Introductory Teacher Development Programme for PhDs, Research & Learning Support record the breach of the quality standard in the Teacher Development Programme Plan and pass on to the relevant Section head the task to investigate the case and take measures to get the assistant professor/teacher through the required development activities.

2.12 Quality Standard	
Drop Out (Bachelor and MSc)	
Terminology	The drop out rate is defined as the rate of the admitted students who dropped out within the first 13 months of their studies, where only students who were still enrolled after their first month of studies are counted as admitted.
Predicate	<ol style="list-style-type: none"> <li>1. The drop-out rate of bachelor students is at most 20 %</li> <li>2. The drop-out rate of MSc students is at most 20 %</li> </ol>
Responsible	<ol style="list-style-type: none"> <li>1. Heads of Study Programme (Bachelor programmes)</li> <li>2. Heads of Study Programme (MSc programmes)</li> </ol>
(Quality) Work Process	StudyProgrammeReport
Place of record	Study Programme Report

Alarm Handling Process	Mandatory: Whenever a study programme breaches the standards, Student Affairs and Programmes contacts all students who dropped out of the programme and asks them why they dropped out. Student Affairs and Programmes informs the Education Group of the result, upon which the Education Group decides the further follow-up actions.
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### 3 Relevance and Employability

Context for the Quality Policy Area (based on ITU Strategies and ITU's Development Contract)

From ITU's Education Strategy[2]:

- ITU wants its programs to give its students the competences needed for the future job market.

From the ministerial development contract[3]:

#### 1. **Employment**

The unemployment of the graduates graduating from the IT University of Copenhagen from 4 to 7 quarters earlier will in 2015 be 14 per cent at the most; in 2016 be 13 per cent at the most and in 2017 be 12 per cent at the most;

#### 2. **Private Sector**

The quota of IT University of Copenhagen MSc graduates graduating from 0 to 10 years ago and working in the private sector must be at least 75 per cent of the employed graduates. This goes for each year of the period of the contract (see 3.3);

#### 3. **Global Competences**

The profile of global competences and related activities of the Bachelor and Master programmes are evaluated each year of the period of the contract and a plan of actions is made for the following year. The Head of Studies must approve these action plans (see 3.5).

### 3.1 Quality Standard

Design for Employability (Bachelor, MSc and Master)

Terminology	An <i>employment ticket</i> for a study programme is something difficult and in demand in the labour market that all graduates of that study programme master. (In the case of part-time programmes, the students are often already employed, but the definition still makes sense.)
Predicate	For every study programme, there exists a description, approved by the relevant programme-specific employers' panel no more than two years ago, of at least one "employment ticket".
Responsible	Head of Study Programme
(Quality) Work Process	EmploymentTickets
Place of record	The description is stored in the archive of the employers' panel. The approval (or rejection) is recorded in the minutes from Employers' Panel meeting.

Alarm Handling Process	<p>Mandatory:</p> <ol style="list-style-type: none"> <li>1) If the description does not exist, the Head of Study Programme is responsible for developing one; similarly, if the description is no longer up-to-date, the Head of Study Programme is responsible for updating it;</li> <li>2) If a description exists but has not been approved by the programme-specific employers' panel, the Head of Study Programme is responsible for negotiating any changes with the employers' panel and presenting the description for the approval of the employers' panel within six months.</li> </ol>
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### 3.2 Quality Standard

#### Actual Employability (Bachelor and MSc)

Terminology	In 2015, the Minister for Higher Education and Science introduced an admission limits model (Danish: "dimensioneringsmodel") which put limits on admission into study programmes whose graduates have gross unemployment two percentage points or more over the national average (measured in quarters 4 to 7 after graduation).
Predicate	The national dimensioning model affects no full-time program at ITU.
Responsible	Head of Study Programme
(Quality) Work Process	StudyProgrammeReport
Place of record	Study Programme Report
Alarm Handling Process	<p>Mandatory:</p> <p>The procedure is to examine whether the Study Programme has become misaligned with the job-market.</p> <ol style="list-style-type: none"> <li>1. Put the issue on the agenda for the next employers meeting for this program, in particular to ensure that the employment tickets are still valid and that the market for the graduates in question is not too small to justify the number of students admitted.</li> </ol> <p>In addition, some of the following action can be taken (recommendations):</p> <ol style="list-style-type: none"> <li>A. Conduct focus group interview with a handful of new alumnae;</li> <li>B. Draw a deeper statistic splitting the unemployment on the bachelor background of graduates;</li> <li>C. Study of the latest alumnae survey paying attention to issues that might be related to unemployment;</li> <li>D. Conduct focus group interview with relevant external lecturers within the programme;</li> <li>E. Raise the issue at a student meeting to get student input to the issue.</li> </ol> <p>This analysis, the findings, and a possible action plan are submitted to the education group in the next Study Programme Report. The report must address the alignment of the Study Programme to the labour market.</p> <p>In case of repeated failure, it is suggested to do some of the following:</p> <ol style="list-style-type: none"> <li>a) Perform a new alumnae survey to uncover details of the issue</li> <li>b) In collaboration with faculty, management, the programme-specific employers' panel and the executive-level employers' panel, to review whether the study</li> </ol>

	<p>programme needs to be changed to increase the segment of the labour market it addresses.</p> <p>c) Conduct a focus group interview with the unions mostly representing the unemployed graduates.</p> <p>An analysis, the findings and a possible action plan must be submitted to the Education Group in the next Study Programme Report. In the report, it must be addressed whether there is a need for downsizing the program, or for major changes to the Study Programme (major for example being the need for new research areas to cover new elements of the program).</p>
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### 3.3 Development Goal

#### Private Sector Employment (MSc)

Terminology	The quota of IT University of Copenhagen MSc graduates graduating from 0 to 10 years ago and working in the private sector is calculated yearly by the Ministry of Higher Education and Science.
Predicate	<ol style="list-style-type: none"> <li>For ITU as a whole, the quota of IT University of Copenhagen MSc graduates graduating from 0 to 10 years ago and working in the private sector, must be at least 75 per cent of the employed graduates. This goes for each year of the period of the development contract.</li> <li>For each study programme, the study programme meets the quality standards agreed annually between the Head of Department and the Head of Study Programme concerning private sector employment.</li> </ol>
Responsible	<ol style="list-style-type: none"> <li>Head of Studies</li> <li>Head of Study Programme</li> </ol>
(Quality) Work Process	<ol style="list-style-type: none"> <li>PortfolioReport</li> <li>StudyProgrammeReport</li> </ol>
Place of record	<ol style="list-style-type: none"> <li>Education Portfolio Report</li> <li>Study Programme Report</li> </ol>
Actions in case the goal is not met	<p>Mandatory:</p> <ol style="list-style-type: none"> <li>The Head of Studies develops an action plan. Developing the plan must include a formal hearing, in which the executive-level employers' panel comments on the plan.</li> <li>The Head of Study Programme develops an action plan. Developing the plan must include a formal hearing, in which the relevant programme-specific employers' panel comments on the plan.</li> </ol>

### 3.4 Quality Standard

#### Interaction with Employers' Panels (BSc, MSc and Master)

Terminology	ITU has seven programme-specific and one executive-level employers' panel covering a total of ten study programmes.
Predicate	<ol style="list-style-type: none"> <li>ITU follows up on the recommendations of the employers' panels; AND</li> <li>The Employers' Panels find that ITU follows up on their recommendations</li> </ol>

Responsible	1. Head of Study Programme (for programme-specific employers' panels) and Head of Studies (for executive-level employers' panel) 2. Chairmen of the Employers' Panels
(Quality) Work Process	1. StudyProgrammeReport and PortfolioReport 2. EmployersPanelMeeting and ExecLevelEmployersPanelMeeting
Place of record	1. Study Programme Report and Education Portfolio Report, respectively 2. Programme-specific Employers' Panel Reports from the Executive-Level Employers Panel Reports, respectively.
Alarm Handling Process	Mandatory: a) If the breach is in a programme-specific employers' panel: The Head of Study Programme develops an action plan for the approval of the Head of Studies. b) If the breach is in the executive-level employers' panel: The Vice Chancellor develops an action plan for the approval of the chairman of the Board of Directors.

### 3.5 Quality Standard

#### Global Competence Profile (MSc and BSc)

Predicate	The profile of global competences and related activities of the Bachelor and MSc programmes are evaluated each year of the period of the development contract and a plan of actions is made for the following year.
Responsible	Head of Study Programme
(Quality) Work Process	StudyProgrammeReport
Place of record	The evaluation is made by the Head of Study Programme and recorded in the study programme report. The approval by the Head of Studies of the action plan is part of the Education Group's approval process.
Alarm Handling Process	Recommendation: If the Head of Studies cannot approve the action plan or the follow-up on previous plans, the Head of Study Programme appears before the Education Group with a revised plan.

Approval and Signatures	<p>The Quality Policy was approved by Executive Management on</p> <p>date</p> <p>30 Nov. 2015</p> <p>Mads Tofte</p> <p>Mads Tofte Vice Chancellor</p> <p>G. D. Steffensen</p> <p>Georg Dam Steffensen University Director</p>
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A Appendix Definitions of Primary Quality Data Global Competence Profile (MSc and BSc)		
Name	Definition	Notes
Origin of applicant	A classification of the institution which has granted the degree based on which the applicant seeks admission. Can take one of five values: 1. ITU 2. Other Danish University 3. Foreign University 4. Danish Professional Bachelor's degree 5. Other Some Danish universities grant professional bachelor's degrees; these are counted under item 4 only.	
Number of applicants, year $N$	Number of applicants for start on Feb. 1 <sup>st</sup> year $N$ or Sep. 1 <sup>st</sup> year $N$	Appears as Primary Quality Data in reports produced year $N+1$ . Calculated by Analysis Dept.
Number of applicants offered admission, year $N$	Number of applicants offered admission for start on Feb. 1 <sup>st</sup> year $N$ or Sep. 1 <sup>st</sup> year $N$	Appears as Primary Quality Data in reports produced year $N+1$ . Calculated by Analysis Dept.
Number of students admitted after early dropout, year $N$	Number of students admitted after early dropout, enrolled as of Feb. 1 <sup>st</sup> year $N$ or Sep. 1 <sup>st</sup> year $N$	Appears as Primary Quality Data in reports produced year $N+1$ . Calculated by Analysis Dept.
Dropout after first year, year $N$	(Number of students who were admitted on Feb 1 <sup>st</sup> year $N-1$ , were still enrolled on March 1 <sup>st</sup> year $N-1$ but were not still enrolled on March 1 <sup>st</sup> year $N$ ) + (Number of students who were admitted on Sept. 1 <sup>st</sup> year $N-1$ , were still enrolled on Oct 1 <sup>st</sup> year $N-1$ but were not still enrolled on Oct 1 <sup>st</sup> year $N$ )	Appears as Primary Quality Data in reports produced year $N+1$ .  Calculated by Analysis Dept.  The definition is taken from Universities Denmark, who use the concept in their benchmarking of the universities (Danish: "statistisk beredskab").
Average graduate delay, compared to curriculum schedule, year $N$	Average study time minus curriculum scheduled study time for those who graduated between Oct 1 <sup>st</sup> year $N-1$ and Sep 30 <sup>th</sup> year $N$	Appears as Primary Quality Data in reports produced year $N+1$ . Calculated by Analysis Dept.
Completion rate within schedule plus one year, year $N$ (%)	<b>Bachelor Programmes</b> The <i>base population</i> for year $N$ consists of the students who were enrolled Sep 1 <sup>st</sup> year $N-4$ and were still enrolled on Oct 1 <sup>st</sup> year $N-4$ . The completion rate within schedule plus one year, year $N$ , is the ratio of the base population for year $N$ that has passed some bachelor degree	Appears as Primary Quality Data in reports produced year $N+1$ .  Calculated by Analysis Dept.  The definition is taken from Universities Denmark, who use the concept in their benchmarking of

	<p>from ITU when measured on Oct 1<sup>st</sup> year <math>N</math>.</p> <p><b>MSc Programmes</b></p> <p>The <i>base population</i> for year <math>N</math> consists of the students who were enrolled on Feb 1<sup>st</sup> year <math>N-3</math> or Sep 1<sup>st</sup> year <math>N-3</math> and were still enrolled on Oct 1<sup>st</sup> year <math>N-3</math>. The completion rate within schedule plus one year, year <math>N</math>, is the ratio of the base population for year <math>N</math> that has passed some cand. It. degree from ITU when measured 3 years and one month (i.e., 1<sup>st</sup> March or 1<sup>st</sup> October, year <math>N</math>) after their admission.</p>	<p>the universities (Danish: “statistisk beredskab”).</p>
VIP/DVIP ratio in year $N$	<p>“VIP” (Danish: “videnskabeligt personale”) stands for active researchers while DVIP (Danish: “deltidsansat videnskabeligt personale”) stands for lecturers that do not have research obligations, including part-time lecturers.</p> <p>Let <math>S</math> be a set of study activities on a programme in a given period. For each study activity <math>s</math> in <math>S</math>, let <math>s_e</math> be the ECTS point size of the activity. Further, let <math>s_v</math> be the percentage of <math>s</math> taught by VIP and similarly, let <math>s_d</math> be the percentage of the activity taught by DVIP (note that <math>s_v + s_d = 100\%</math>). Finally, let <math>s_n</math> be the number of student registered on the activity. We then define the VIP/DVIP ratio for the programme in that period relative to <math>S</math> as follows:</p> $\text{VIP/DVIP ratio}(S) = \frac{\sum_{s \in S} (s_e \times s_v \times s_n)}{\sum_{s \in S} (s_e \times s_d \times s_n)}$ <p>that is, the total volume of student activities taught or supervised by active researchers divided by the total volume of student activities taught or supervised by DVIP.</p> <p>The VIP/DVIP ratio in year <math>N</math> is calculated by the Analysis Department and occurs in reports that are produced in year <math>N+1</math>.</p>	
Average score, quantitative questions, course evaluation, in year $N$	<p>IT University of Copenhagen has in its course evaluation a line of <i>quantitative questions</i>, which, in addition to overriding student satisfaction, ask whether the student experiences close alignment between the Intended Learning Outcomes, Learning Activities and Assessment Forms; and whether the student finds the course relevant to his or her future job profile.</p> <p>Quantitative questions are on a scale from 1 to 6, 6 being the highest score.</p>	<p>The analysis department calculates the averages for each study programme and for ITU as a whole, based on data in the course evaluation system.</p> <p>The averages for evaluations conducted in year <math>N</math> appear as Primary Quality Data in reports produced in year <math>N+1</math>.</p>
Average score, quantitative	<p>IT University of Copenhagen has in its evaluation of theses/final projects</p>	<p>The analysis department calculates the averages for each study programme</p>

questions, course evaluation, in year <i>N</i>	and entire study programmes a line of <i>quantitative questions</i> . Quantitative questions are on a scale from 1 to 6, 6 being the highest score.	and for ITU as a whole, based on data in the results of evaluating theses/final projects and entire study programmes.  The averages for evaluations conducted in year <i>N</i> appear as Primary Quality Data in reports produced in year <i>N</i> +1.
Lessons taught on course activities on study programme in year <i>N</i>	For each full-time study programme, a so-called <i>normal study path</i> (Danish: “normalstudieforløb” is defined.) The lessons taught on course activities on the study programme in year <i>N</i> is the number of lessons taught during year <i>N</i> on the courses which are part of the normal study path on that study programme.	This definition is taken from the lesson registration (Danish: “timetalsregistrering”) which ITU reports to the Ministry for Higher Education and Technology every December, starting with a pilot in December 2014.  The lessons taught on course activities in year <i>N</i> appear as Primary Quality Data in reports produced during year <i>N</i> +1.
Numbers of graduates, year <i>N</i>	Number of students who graduated between Oct. 1 <sup>st</sup> year <i>N</i> -1 and Sept. 30 <sup>th</sup> year <i>N</i> .	Calculated by the Analysis Department.  Appears as Primary Quality Data in reports produced year <i>N</i> +1.
Unemployment rate during the second year after graduation in year <i>N</i> (per cent)	Unemployment rate is measured as the proportion of hours a person is unemployed in a quarter with a normal expected working period of 37 hours per week. An unemployment rate of 0.010 is equivalent to 10 per cent of the graduates have been unemployed in a quarter. Unemployment rate second year after graduation in year <i>N</i> is the average unemployment rate four to seven quarters after graduation, among students who graduated between Oct. 1 <sup>st</sup> year <i>N</i> -1 and Sept. 30 <sup>th</sup> year <i>N</i> .	The definition is taken from the Ministry for Higher Education and Technology, who in year <i>N</i> compute the unemployment rate during the second year after graduation in year <i>N</i> -3.
Private sector employment last 10 years (per cent), year <i>N</i>	Ratio of those graduates who are employed and graduated between 0 and 10 years ago who are employed in the private sector (per cent).	The definition is taken from the ministerial audit report (Danish “tilsynsrapport” for 2014). The development contract contains an assumption saying that the Ministry will compute this ratio and inform ITU about the number no later than March 1 <sup>st</sup> every year. The Ministry has confirmed that they intend to continue calculating the ratio (see F2 case 2016-1612, Id 187907)

## Appendix B Excerpt of Annual Wheel for 2016

The following is an excerpt of the annual wheel for 2016 showing when processes concerning the first of the two yearly course evaluations start and finish, respectively. A computer generated this excerpt from [the specification of CourseEvaluation](#). See [19] for the full annual wheel.

Date	Responsible	Event	Result	Result type
01-04-2016	Students	CompleteCourseEvaluationQuestions(Apr1_103)		
14-04-2016	Students	...CompleteCourseEvaluationQuestions(Apr1_103)	a_166	Scores and Comments
15-04-2016	Teachers	RespondToStudentEvaluations(a_166)		
16-05-2016	Teachers	...RespondToStudentEvaluations(a_166)	b_167	Reactions From Teachers
09-05-2016	Teachers	ProposeCourseChanges(GBI, a_166, b_167)		
09-05-2016	Teachers	ProposeCourseChanges(DIM, a_166, b_167)		
09-05-2016	Teachers	ProposeCourseChanges(DMD, a_166, b_167)		
09-05-2016	Teachers	ProposeCourseChanges(DDK, a_166, b_167)		
27-05-2016	Teachers	...ProposeCourseChanges(GBI, a_166, b_167)	pch_168	Course-Level Changes Proposal
27-05-2016	Teachers	...ProposeCourseChanges(DIM, a_166, b_167)	pch_171	Course-Level Changes Proposal
27-05-2016	Teachers	...ProposeCourseChanges(DMD, a_166, b_167)	pch_174	Course-Level Changes Proposal
27-05-2016	Teachers	...ProposeCourseChanges(DDK, a_166, b_167)	pch_177	Course-Level Changes Proposal
30-05-2016	Subject Area Team(GBI)	ApproveCourse-LevelChanges(GBI, pch_168)		

30-05-2016	Subject Area Team(GBI)	ApproveCourse-LevelChanges(GBI, pch_168)		
30-05-2016	Subject Area Team(DIM)	ApproveCourse-LevelChanges(DIM, pch_171)		
30-05-2016	Subject Area Team(DMD)	ApproveCourse-LevelChanges(DMD, pch_174)		
30-05-2016	Subject Area Team(DDK)	ApproveCourse-LevelChanges(DDK, pch_177)		
17-06-2016	Subject Area Team(GBI)	...ApproveCourse-LevelChanges(GBI, pch_168)	ach_169	Minutes
17-06-2016	Subject Area Team(GBI)	...ApproveCourse-LevelChanges(DIM, pch_168)	ach_172	Minutes
17-06-2016	Subject Area Team(DMD)	...ApproveCourse-LevelChanges(DIM, pch_171)	ach_172	Minutes
17-06-2016	Subject Area Team(DMD)	...ApproveCourse-LevelChanges(DIM, pch_174)	ach_175	Minutes
17-06-2016	Subject Area Team(DDK)	...ApproveCourse-LevelChanges(DIM, pch_177)	ach_178	Minutes
20-06-2016	Teachers(GBI)	OrganiseCourse-LevelChanges(GBI, ach_169)		
20-06-2016	Teachers(DIM)	OrganiseCourse-LevelChanges(DIM, ach_172)		
20-06-2016	Teachers(DMD)	OrganiseCourse-LevelChanges(DMD, ach_175)		
20-06-2016	Teachers(DDK)	OrganiseCourse-LevelChanges(DDK, ach_178)		

15-08-2016	Teachers(GBI)	...OrganiseCourse-LevelChanges(GBI, ach_169)	och_170	Organised Course-Level Changes
15-08-2016	Teachers(DIM)	...OrganiseCourse-LevelChanges(DIM, ach_172)	och_173	Organised Course-Level Changes
15-08-2016	Teachers(DMD)	...OrganiseCourse-LevelChanges(DMD, ach_175)	och_176	Organised Course-Level Changes
15-08-2016	Teachers(DDK)	...OrganiseCourse-LevelChanges(DDK, ach_178)	och_179	Organised Course-Level Changes

The four sets of organised changed are then used as input the teaching in the spring of the subsequent year.



## 2015 Executive-Level Employers' Panel Report

## IT University of Copenhagen

**Process**

The Executive-Level Employers' Panel completes this report, based on the most recent reports of the programme-specific employers' panels and the most recent Overall Graduate Survey Report. The Executive-Level Employers' Panel submits the completed report to the ITU Boards of Directors through Executive Management, cc. the Head of Studies. The report is used as input to the Education Group's yearly Education Portfolio Report and as input to a yearly discussion among ITU's Board of Directors. The document is public information.

**Context****Education Strategy 2012-2016**

At ITU, a study programme is said to be *ideal*, if

- 1) it attracts a large number of well-qualified students; and
- 2) the academic contents and the teaching are both world-class; and
- 3) it gives the students the competences needed for the future job market.

Elaborating on 3), every student should acquire some "employment ticket" during their time at ITU, i.e., they should learn something which is difficult and in demand in the labour market.

**Goals from Development Contract 2015-2017**

The average response of students to the quantitative questions in the course evaluation must be at least 4.75 on a scale from 1 to 6. This goes for each year of the contract period.

The IT University of Copenhagen will reduce the average excess of study time for its MSc graduates in 2015 with 0.5 month compared to 2011; 1 month in 2016 compared to 2011 and 1.6 months in 2017 compared to 2011, where the average excess of study time for MSc graduates was 11.6 months.

The unemployment rates of MSc graduates graduating from the IT University of Copenhagen from the 4th to the 7th quarter after graduation, will in 2015 be at most 14 per cent; in 2016 at most 13 per cent and in 2017 at most 12 per cent.

The number of IT-University of Copenhagen MSc graduates graduating from 0 to 10 years ago and working in the private sector must be at least 75 per cent of the employed graduates. This applies to every year of the contract period.

The number of admitted MSc students, who qualified at a Danish educational institution other than the IT University of Copenhagen, must be at least 230. This applies to every year of the contract period.

By the end of 2015, ITU will have formulated a strategy for how the university exploits that its MSc students have many different qualifying degrees. By the end of 2017, ITU will have formulated and put into practice the strategy's action plans; processes and procedures.

The profile of global competences and related activities of the bachelor and MSc programmes are evaluated each year of the contract period and a plan of action is made for the following year. These plans must be approved by the Head of Studies.

**Quality Standards**

- 1) Recruitment and Admission of Students
- 2) Teaching and Learning Activities
- 3) Graduates' Careers

The details about the Quality Standards can be found in ITU's Quality Policy but are not necessary for the completion of this report.

**ITU's Portfolio of Study Programmes**

ITU's current portfolio of Study Programmes consists of the following study programmes.

Degree obtained	Name	Abbreviation	Duration	Language
Bachelor of Science	Digital Media and Design	DMD	3 years full time	Danish
Bachelor of Science	Global Business Informatics	GBI	3 years full time	English
Bachelor of Science	Software	SWU	3 years full time	Danish
Master of Science	Digital Design and Communication	DDK	2 years full time	Danish
Master of Science	Digital Innovation and Management	DIM	2 years full time	English
Master of Science	Software Development	SDT	2 years full time	English
Master of Science	Games	GAMES	2 years full time	English
Master of IT	Software Engineering	SEN	2 years part-time	Danish
Master of IT	IT Leadership and Management	ILM	2 years part-time	Danish
Master of IT	Interaction Design	IND	2 years part-time	Danish

**Admission budget 2013-2015**

Admission in 2013-2015 was based on the following budget assumptions concerning admission (after early drop out):

Study Programme	2015	2014	2013
Bachelor of Science, DMD	69	80	70
Bachelor of Science, GBI	60	60	60
Bachelor of Science, SWU	90	90	70
Master of Science, DDK	143	150	160
Master of Science, DIM	110	100	120
Master of Science, SDT	110	130	110
Master of Science, Games	50	70	70
Master of IT, SEN	25	10	10
Master of IT, ILM	35	43	30
Master of IT, IND	35	14	18
<b>Total</b>	<b>727</b>	<b>747</b>	<b>718</b>



## Primary Quality Data 2013-2015 (made available by the Administration)

2015										
Study Programme:	BSc			MSc (cand.it.)			Master (part-time)			ITU
	DMD	GBI	SWU	DDK	DIM/EBUSS	SDT	Games	SEN	ILM	IND
Number of applicants (BSc: All applicants. MSc: 1st priority applicants only)	355	327	317	449	644	374	224	NA	NA	NA
Number of applicants offered admission	78	72	100	180	176	162	72	NA	NA	NA
Number of students admitted after early dropout	69	57	89	136	123	102	51	24	39	23
The number of admitted MSc students, who qualified at a Danish educational institution other than the IT University of Copenhagen	NA	NA	NA	112	69	44	15	NA	NA	NA
Drop-out after one year (per cent of students admitted in 2014 who were not enrolled after 13 months)	16	9	18	6	16	13	6	5	6	3
Average delay, compared to curriculum schedule (Average excess of study time in months for the BSc and MSc students graduated in 2015)	3.0	1.7	5.1	11.6	7.1	10.2	5.5	NA	NA	NA
Completion rate (per cent of BSc admitted in 2011 and MSs admitted in 2012 who completed within schedule plus one year)	66	61	79	74	75	53	75	NA	NA	NA
VIP/DVIP ratio	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Course evaluation, average score (6 is max)	4.70	4.62	4.79	4.82	4.70	4.73	4.77	4.74	4.91	4.71
Project evaluation, average score	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Numbers of graduates	53	45	64	142	106	93	64	3	24	8
Unemployment rate in 2015 for MSc students graduated in 2012: Calculated as the average of the unemployment rates in the quarters 4-7 after graduation (per cent) **)	NA	NA	NA	17.3	5.0	3.2	14.3	NA	NA	NA
Employment in private sector of MSs graduated through the past 10 years (per cent)	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA

\*) 12.6 month is the sum of the average excess study time for BSc students graduated in 2015 and the average excess study time for the MSc students graduated in 2015.

\*\*) The national average unemployment rate is 13.5 per cent in 2015 for all master students (Danish: kandidater) graduated in 2012.

2014										
	BSc			MSc (cand.it)			Master (part-time)			ITU
Study Programme:	DMD	GBI	SWU	DDK	DIM/EBUSS	SDT	Games	SEN	ILM	IND Average
Number of applicants (BSc: All applicants. MSc: 1st priority applicants only)	404	367	318	436	445	356	179	NA	NA	2,505
Number of applicants offered admission	89	74	100	192	154	177	133	NA	NA	919
Number of students admitted after early dropout	81	66	92	153	99	120	69	15	65	778
The number of admitted MSc students, who qualified at a Danish educational institution other than the IT University of Copenhagen	NA	NA	NA	126	53	78	39	NA	NA	296
Drop-out after one year (per cent of students admitted in 2013 who were not enrolled after 13 months)	30	18	15	7	6	4	7	8	5	NA
Average delay, compared to curriculum schedule (Average excess of study time in months for the BSc and MSc students graduated in 2014)	1.6	2.8	3.5	10.3	8.1	9.3	7.0	NA	NA	11.5 *)
Completion rate (per cent of BSc admitted in 2010 and MSs admitted in 2011 who completed within schedule plus one year)	79	75	76	62	72	50	75	NA	NA	MSc: 63 BSc: 77
VIP/DVIP ratio	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Course evaluation, average score (6 is max)	4.80	4.70	4.85	4.82	4.54	4.85	4.68	4.85	4.96	4.79
Project evaluation, average score	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Numbers of graduates	58	39	39	130	89	86	52	6	17	524
Unemployment rate in 2014 for MSc students graduated in 2011: Calculated as the average of the unemployment rates in the quarters 4-7 after graduation (per cent) **)	NA	NA	NA	18.6	8.1	14.9	14.0	NA	NA	15.0
Employment in private sector of MScs graduated through the past 10 years (per cent)	NA	NA	NA	NA	NA	NA	NA	NA	NA	78

\*) 11.5 month is the sum of the average excess study time for BSc students graduated in 2014 and the average excess study time for the MSc students graduated in 2014.

\*\*) The national average unemployment rate is 13.1 per cent in 2014 for master students (Danish: kandidater) graduated in 2011.



2013										
Study Programme:	BSc			MSc (cand.it.)			Master (part-time)			ITU
	DMD	GBI	SWU	DDK	DIM/EBUSS	SDT	Games	SEN	ILM	IND
Number of applicants (BSc: All applicants. MSc: 1st priority applicants only)	405	382	295	411	409	298	151	NA	NA	NA
Number of applicants offered admission	77	76	75	176	173	176	92	NA	NA	NA
Number of students admitted after early dropout	72	65	71	141	128	135	68	11	43	19
The number of admitted MSc students, who qualified at a Danish educational institution other than the IT University of Copenhagen	NA	NA	NA	114	95	68	27	NA	NA	NA
Drop-out after one year (per cent of students admitted in 2012 who were not enrolled after 13 months)	18	13	9	7	7	8	8	0	0	0
Average delay, compared to curriculum schedule (Average excess of study time in months for the BSc and MSc students graduated in 2013)	0.6	-0.3	1.6	11.3	8.6	7.2	6.1	NA	NA	NA
Completion rate (per cent of BSc admitted in 2009 and MSs admitted in 2010 who completed within schedule plus one year)	70	NA	68	56	69	42	78	NA	NA	NA
VIP/DVIP ratio	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Course evaluation, average score (6 is max)	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Project evaluation, average score	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Numbers of graduates	61	24	50	120	90	63	55	9	20	8
Unemployment rate in 2013 for MSc students graduated in 2010: Calculated as the average of the unemployment rates in the quarters 4-7 after graduation (per cent) **)	NA	NA	NA	16.7	8.4	6.9	33.1	NA	NA	NA
Employment in private sector of MScs graduated through the past 10 years (per cent)	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA

\*) 9.7 month is the sum of the average excess study time for BSc students graduated in 2013 and the average excess study time for the MSc students graduated in 2013.

\*\*) The national average unemployment rate is 13.0 per cent in 2013 for master students (Danish: kandidater) graduated in 2010.

### Overall Match with Current Needs

Based on the reports from the programme-specific employers' panels and your own impressions of ITU's portfolio of study programmes, how would you describe the overall match between current needs for competences on the Danish job market and the portfolio?

- The Panel believes there is already a solid and good match between the different programmes and the industry needs.
- The Panel request more graduated candidates, but understand the dilemma around quantity and quality.
- The Panel discussed the need for more "hard core" It knowledge rather than more soft knowledge.
- The Panel finds depth to be important – the "T-profile"

What changes to the balance in the portfolio, if any, would you recommend in order to optimize the match?

- The gaming educations were discussed and an "update" looks like it is needed, and the panle acknowledged the current initiatives. A further reduction of the Games intake might be recommendable.
- Leadership as a discipline where briefly discussed and it was generally accepted that could be interesting to pursue going forward.

What are the most important current needs (max. three) that are not covered by ITU's portfolio of study programmes?

- IT security
- It Architect and integration knowledge
- Understanding dataflow, infrastructure and application portofolios/landscape is getting vital.
- Likewise Bigdata
- Embedded Software
- User Interfaces

### Overall Match with Needs in 3-5 Years' Time

It takes between three and five years from a new study programme is invented until the first students graduate. Looking three to five years ahead, what current trends do you think are likely to give a substantially different pattern of competence needs from the one that exists today?

- "The Internet of Things"
- Omni Channel (needs to be defined)
- Automatisation/manning reduction components
- Legal/safe Harbor

What competences do you think will be less in demand three to five years from now?

- Understanding outsourcing

What competences do you think will be more in demand three to five years from now?

### Does the Panel have Concerns relating to the Quality of the Portfolio of Study Programmes?

(If yes: please elaborate)

- International perspectives where addressed, shortly



**Does ITU follow up on the Recommendations made by the Employers' Panels?**

Based on your reading of the reports of the programme-specific employers' panels and your own experience with ITU, does the university follow up on recommendations given by the employers' panels?

- The panel experienced a solid interest for discussing relevant elements in order to improve ITU and the educations in general, which also were acknowledged by the representative from other Panels.

## SWOT-analysis of ITU's Portfolio of Study Programmes

Strengths	Weaknesses
<p>DMD/DDK: Good unified basic qualifications and academic level from the candidates</p> <p>DMD/DDK: Good focus on skills that will give the candidates access to the job market</p> <p>DIM/GBI: Focus on reflection and general understanding of society and technology</p> <p>Practical usability - hands on experience with actual IT projects.</p> <p>DIM/GBI: Good understanding of IT and business processes.</p> <p>ITU reputation – produce attractive candidates for the industry</p>	<p>DMD/DDK: The diversity and the overall qualification level of students have diminished</p> <p>SEN: Low number of students</p> <p>DMD/DDK: Some candidate qualifications are too broad which makes them hard to employ</p> <p>Low focus on how to use the “soft-skills” in a context</p> <p>SEN: Employer vs. employee desires/results</p> <p>Course catalogue – missing courses, irrelevant courses</p>
Opportunities	Threats
<p>DMD/DDK: Give and encourage the possibilities to interact with businesses - help the candidates communicate their skills and qualifications.</p> <p>Candidates as change agents who come with an understanding of context and general methods in a global perspective</p> <p>SEN: Large potential study group</p> <p>SEN: Shorter, trend driven and case based courses</p> <p>SEN: Cooperation options with other local universities with similar education</p>	<p>DMD/DDK: The “ITU” label is recognized within the panel and there is an expectancy of what the capabilities of the students are. However, the overall level in academia, skills acquired and experience is too low for some students. This will “water” out the good level we have come to know the ITU-students by, and it makes it harder to trust the ITU label.</p> <p>SEN/Games: Competition from other universities with similar courses - there are many overlapping offers in DK – ITU needs to stand out</p> <p>DIM/GBI: Other educations that are more specialized</p> <p>SDT/SEN: Low interest from potential applicants</p> <p>DIM/GBI: Focus on “as is” market environment not “to be” market development</p> <p>SEN: Online courses</p>

Overall, ITU's study programmes give the students the competences needed for the future job market (select one):

1: strongly disagree

- 2: disagree
- 3: disagree somewhat
- 4: agree somewhat
- 5: agree
- 6: strongly agree

Average from Employers' Panel Report = 4 (4+4+5+4)

### Recommendations

DMD/DDK: When studying the requirements the panel has for the new candidates, one thing comes before everything else. The ability to solve complex issues, to singlehandedly being able to devise a strategy to solve a problem, and the ability to research different solution scenarios. This means that as much as we as a panel appreciate certain skills, we expect a candidate to have a well-founded academic level, but also be able to utilize these skills to give concrete suggestions in how to solve problems. So the academia and employment tickets.

GBI: The unique with the students graduating from the GBI education is the mix and interchange of people projects, processes, platforms in a global context. But to make this work, a certain focus on some of the more technical topics it needed in order to take part in constructive dialogues with developers etc.

SEN: Work on a more clear profile to identify ITU related to CBS and DTU. Marketing ITU.

SWU/SDT: Consider how to make the degrees more attractive to female students

SWU/SDT: Consider the best way of supporting students wishing to study abroad

SWU/SDT: Consider making the study programs 100 % English



## Comments and Suggestions

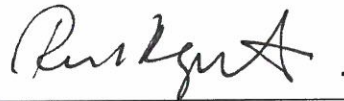
- The Panel also discussed the need for internship.
- Women and minority groups intrance into IT
- Also elitarian education was suggested.

## Date and Signature

Date:

15. MARCH 2016

Head of Executive-Level Employers' Panel:



**VEDTÆGTER**  
**for**  
**IT-Universitetet i København (ITU)**  
**(IT University of Copenhagen)**

**I. Navn og hjemsted**

**§ 1**

Universitetets navn er "IT-Universitetet i København" (ITU), på engelsk "IT University of Copenhagen". IT-Universitetet er en selvejende institution med hjemsted og værneting i Københavns Kommune. IT-Universitetet er omfattet af ~~ministeren for forskning, innovation og videregående uddannelsers tilsyn~~uddannelses- og forskningsministerens tilsyn.

**II. Formål**

**§ 2**

IT-Universitetet har til formål at drive forskning og give forskningsbaseret uddannelse indtil højeste internationale niveau inden for informationsteknologi. IT-Universitetet skal tilstræbe et offentligt/privat samspil i såvel uddannelse som forskning og fremme værdiskabelsen med it i Danmark. Med grundlag i sin forskning kan IT-Universitetet udføre opgaver for en minister efter aftale med denne. IT-Universitetet skal udvikle og gennemføre uddannelsesprogrammer, der er attraktive for et stort antal personer, og som er egnet til at bibringe dem it-kompetencer, der er relevante i forhold til den til enhver tid værende efterspørgsel. IT-Universitetet skal desuden gennem sin forskning bidrage til videnskabelig uddannelse og forskningsbaseret innovation.

**III. Økonomisk grundlag**

**§ 3**

Det økonomiske grundlag for IT-Universitetet tilvejebringes fortrinsvis ved ~~ministeren for forskning, innovation og videregående uddannelsers tilsyn~~uddannelses- og forskningsministerens tilskud til undervisnings-, forsknings- og formidlingsvirksomhed og andre opgaver, som er henlagt til IT-Universitetet, herunder ved uddannelsestaxameterbevillinger, midler fra private, forskningsmidler fra nationale og EU-forskningsprogrammer samt indtægtsdækket virksomhed.

**IV. Organisatoriske forhold**

**§ 4**

IT-Universitetet ledes af en bestyrelse og en direktion. Direktionen består af mindst en rektor og en prorektor eller universitetsdirektør. IT-Universitetet har desuden et antal institutter og et

antal administrative afdelinger. Institutternes og afdelingernes antal og levetid, samt hvem institutlederne henholdsvis afdelingslederne refererer til, fastlægges og ændres af bestyrelsen efter indstilling fra rektor. Den til enhver tid gældende organisationsplan beskrives i et særskilt dokument, Organisationsoversigten. Hvert institut har en institutleder, og hver afdeling har en afdelingsleder, der har personaleledelsesansvaret for instituttets henholdsvis afdelingens medarbejdere. Institutlederen henholdsvis afdelingslederen refererer til et medlem af direktionen, med mindre andet fremgår af Organisationsoversigten.

*Stk. 2.* Den til enhver tid gældende Organisationsoversigt for IT-Universitetet offentliggøres på IT-Universitetets hjemmeside.

*Stk. 3.* Medbestemmelse og medinddragelse af medarbejdere og studerende sikres bl.a. gennem IT-Universitetets kollegiale organer, grupper og udvalg. De til enhver tid eksisterende kollegiale organer, grupper og udvalg samt disses sammensætning er beskrevet i IT-Universitetets organisationsplan og på dets intranet.

## A. Ledelse

### Bestyrelsen

#### § 5

IT-Universitetets bestyrelse består af 1 formand og 8 medlemmer. Formanden og 4 medlemmer er udefrakommende, 1 medlem er valgt af og blandt IT-Universitetets videnskabelige personale, herunder ansatte ph.d.-studerende (VIP-medlem), 1 medlem er valgt af og blandt det teknisk-administrative personale på IT-Universitetet (TAP-medlem), og 2 medlemmer er valgt af og blandt de studerende på IT-Universitetet.

#### § 6

De 5 udefrakommende medlemmer af bestyrelsen ønskes repræsenteret ved begge køn, jf. Lov om ligestilling af kvinder og mænd, og udpeges for en periode på 4 år af det nedsatte udpegningsorgan efter indstilling fra det nedsatte indstillingsorgan, jf. den i tillæg 1 beskrevne procedure. Genudpegning kan finde sted én gang.

*Stk. 2.* VIP-medlemmet vælges af og blandt det videnskabelige personale på IT-Universitetet, herunder ansatte ph.d.-studerende, for en periode på 4 år med mulighed for genvalg højst én gang. Valgbar og stemmeberettiget er enhver person, der er ansat på IT-Universitetet til at forske eller undervise, og som har kontrakt på ansættelse i minimum 1 år frem fra tidspunktet for valgets afholdelse.

*Stk. 3.* TAP-medlemmet vælges af og blandt det teknisk-administrative personale på IT-Universitetet for en periode på 4 år med mulighed for genvalg højst 1 gang. Valgbar og stemmeberettiget er enhver person, der er ansat på IT-Universitetet som teknisk-administrativ medarbejder, og som har kontrakt på ansættelse i minimum 1 år frem fra tidspunktet for valgets afholdelse.

*Stk. 4.* De studerende vælges af og blandt de studerende på IT-Universitetet for en periode på 2 år med mulighed for genvalg højst 1 gang. De studerende vælges forskudt således, at én vælges i ulige år og én i lige år. Ved valget i overgangsåret 2012 vælges én studerende for en periode på 1 år uden mulighed for genvalg, og én studerende for en periode på 2 år med mulighed for genvalg 1 gang. Valgbar og stemmeberettiget er enhver studerende, som er indskrevet på en bachelor-, kandidat-, master- eller diplomuddannelse på IT-Universitetet, såvel den første i den måned, hvor der udskrives valg, som på tidspunktet for valgets afholdelse.

*Stk. 5.* Ved afholdelse af valg til bestyrelsen følges de til enhver tid gældende regler for valg på IT-Universitetet.

*Stk. 6.* Bestyrelsen vælger blandt de udefra kommende medlemmer en formand.

*Stk. 7.* Bestyrelsen kan herudover beslutte blandt de udefra kommende medlemmer at vælge en næstformand.

## § 7

Bestyrelsen er IT-Universitetets øverste myndighed. Bestyrelsen varetager IT-Universitetets interesser som uddannelses- og forskningsinstitution, fastlægger retningslinjer for dets organisation, langsigtede virksomhed og udvikling samt sikrer, at der er medbestemmelse og medinddragelse af medarbejdere og studerende i væsentlige beslutninger.

### Bestyrelsen

1. forvalter IT-Universitetets midler sådan, at de bliver til størst mulig gavn for IT-Universitetets formål,
2. godkender efter indstilling fra rektor IT-Universitetets budget, herunder fordeling af de samlede ressourcer og principperne for ressourcernes anvendelse, og underskriver IT-Universitetets regnskab,
3. foretager efter oplæg fra rektor løbende opfølgning og kontrol af IT-Universitetets regnskab og økonomi,
4. fastlægger IT-Universitetets uddannelsesudbud, idet oprettelse af nye uddannelser og/eller linjer imidlertid skal [prækvalificeres](#), akkrediteres og godkendes [i henhold til lov om akkreditering af videregående uddannelsesinstitutioner og universitetsloven af Akkrediteringsrådet](#) eller [ved udbud](#) i udlandet efter udenlandske kvalitetssikringssystemer med efterfølgende godkendelse i [Styrelsen for Videregående Uddannelser](#) ~~Styrelsen for Universiteter og Internationalisering~~,

5. godkender efter indstilling fra rektor overordnede retningslinjer for optagelsesprocedurer,
6. er overordnet ansvarlig for legalitetskontrollen og bevillingskontrollen,
7. fastsætter i tillæg 1 til disse vedtægter procedurer for udpegelse af de udefrakommende bestyrelsesmedlemmer,
8. udpeger de udefrakommende bestyrelsesmedlemmer i overensstemmelse med procedurerne i tillæg 1,
9. vælger formanden for bestyrelsen blandt de udefrakommende medlemmer af bestyrelsen,
10. beslutter, om der blandt de udefrakommende medlemmer skal udpeges en næstformand for bestyrelsen,
11. ansætter og afskediger rektor for IT-Universitetet,
12. ansætter og afskediger efter indstilling fra rektor øvrige direktionsmedlemmer,
13. fastsætter i tillæg 2 til disse vedtægter ansættelses- og afskedigelsesprocedurer for rektor, prorektor, universitetsdirektør og institutledere samt udpegnings- og afsættelsesprocedurer for studieledere og ph.d.-skoleledere,
14. fastsætter og ændrer organisationsplan efter indstilling fra rektor,
15. fastlægger efter indstilling fra rektor nærmere valgregler for valg af VIP-medlemmer, TAP-medlemmer og studerende til de relevante kollegiale organer,
16. udarbejder ændringer til IT-Universitetets vedtægter, som godkendes af ~~ministeren for forskning, innovation og videregående uddannelser~~uddannelses- og forskningsministeren,
17. udarbejder forretningsorden for bestyrelsen og ændringer hertil,
18. indgår efter oplæg fra rektor udviklingskontrakt med ~~ministeren for forskning, innovation og videregående uddannelser~~uddannelses- og forskningsministeren om IT-Universitetets virksomhed, og
19. indgår – hvis relevant – aftale om udførelse af opgaver for en minister.

*Stk. 2.* Bestyrelsen kan i overensstemmelse med almindelige regler bemyndige bestyrelsesformanden til at træffe beslutninger på bestyrelsens vegne. Bestyrelsesmøder afholdes efter behov, dog minimum 3 gange om året.

*Stk. 3.* Formanden for bestyrelsen og de øvrige udefra kommende bestyrelsesmedlemmer modtager særskilt vederlag i overensstemmelse med statens regler.

## § 8

Bestyrelsesmøderne er offentlige. Sager, der er omfattet af lovgivningens bestemmelser om tavshedspligt i forvaltningen, alle personsager og sager, hvori indgår oplysninger om kontraktforhandlinger med private eller tilsvarende forhandlinger med offentlige samarbejdspartnere, skal dog behandles for lukkede døre. Sager kan i øvrigt behandles for lukkede døre, hvis det på grund af sagens beskaffenhed eller omstændighederne i øvrigt findes nødvendigt.

*Stk. 2.* Bestyrelsens mødemateriale, herunder dagsordener og referater, skal – under iagttagelse af gældende retsregler – gøres offentligt tilgængeligt.

*Stk. 3.* Sager, der er omfattet af lovgivningens bestemmelser om tavshedspligt i forvaltningen, må ikke offentliggøres. Et dokument eller en oplysning, der er en del af en sag, der er undergivet tavshedspligt, skal dog gøres offentligt tilgængelig i overensstemmelse med stk. 2, såfremt dokumentet eller oplysningen ikke i sig selv er tavshedsbelagt.

*Stk. 4.* Personsager og sager, hvori indgår oplysninger om kontraktforhandlinger med private eller tilsvarende forhandlinger med offentlige samarbejdspartnere, kan undtages fra kravet om, at bestyrelsens mødemateriale skal gøres offentligt tilgængeligt, hvis det på grund af sagens beskaffenhed eller omstændighederne i øvrigt findes nødvendigt. Et dokument eller en oplysning, der er en del af en sag, der er omfattet af 1. pkt., skal dog gøres offentligt tilgængelig i overensstemmelse med stk. 2, medmindre offentliggørelsen vil stride afgørende mod de forudsætninger, som en manglende offentliggørelse efter 1. pkt. tilsiger.

*Stk. 5.* Sager, herunder dokumenter og oplysninger til disse, der behandles for lukkede døre, jf. stk. 1, 3. pkt., kan undtages fra kravet om, at bestyrelsens mødemateriale skal gøres offentligt tilgængeligt, hvis det på grund af sagens beskaffenhed eller omstændighederne i øvrigt findes absolut nødvendigt.

### Bestyrelsesformanden

## § 9

På grundlag af en stående bemyndigelse fra bestyrelsen kan bestyrelsesformanden repræsentere bestyrelsen.

*Stk. 2.* Herudover disponerer formanden over fast ejendom sammen med et andet bestyrelsesmedlem og træffer beslutninger på bestyrelsens vegne, efter bemyndigelse af denne, jf. § 7, stk. 2.

*Stk. 3.* Bestyrelsesformanden skal tilstræbe, at bestyrelsens drøftelser finder sted i den samlede bestyrelse, og at alle væsentlige beslutninger træffes i den samlede bestyrelse.

#### Næstformand

### § 10

Såfremt bestyrelsen beslutter blandt de udefra kommende medlemmer at vælge en næstformand, kan næstformanden træffe beslutninger på formandens vegne efter bemyndigelse fra denne, jf. dog § 9, stk. 2.

*Stk. 2.* Herudover varetager næstformanden i tilfælde af formandens forfald formandens opgaver i henhold til disse vedtægter og forretningsordenen for bestyrelsen og de beføjelser og forpligtelser, der er tillagt formanden i disse vedtægter og forretningsordenen, jf. dog § 9, stk. 2.

#### Rektor

### § 11

Rektor

1. er ansvarlig over for bestyrelsen i ethvert spørgsmål,
2. har inden for de rammer, bestyrelsen har fastsat, ansvaret for den daglige ledelse af IT-Universitetet. Ledelsesretten omfatter alt personale, der er ansat på IT-Universitetet,
3. sikrer tværgående kvalitetsudvikling af IT-Universitetets uddannelse og forskning,
4. indstiller budgettet til bestyrelsen, herunder forslag til fordeling af de samlede ressourcer og forslag til principper for ressourcernes anvendelse, er ansvarlig for aflæggelse af regnskab samt for at holde bestyrelsen løbende underrettet om IT-Universitetets økonomiske udvikling, og underskriver IT-Universitetets regnskab,
5. disponerer over IT-Universitetets bevillinger og indtægter i øvrigt i overensstemmelse med de af bestyrelsen godkendte budgetter og retningslinjer samt gældende lovgivning og bevillingsforudsætninger,
6. udarbejder forslag til bestyrelsen vedrørende overordnede retningslinjer for IT-Universitetets forskning og uddannelser og IT-Universitetets langsigtede virksomhed og

udvikling og udarbejder handlingsplaner for udmøntning af de af bestyrelsen godkendte forsknings- og uddannelsesstrategier,

7. indstiller ansættelse og afskedigelse af øvrige direktionsmedlemmer til bestyrelsen,
8. ansætter og afskediger IT-Universitetets øvrige personale, herunder den øvrige ledelse,
9. udpeger og afsætter studieledere efter indstilling fra de relevante studienævn og godkender studieordninger efter forslag fra studienævnene,
10. udpeger og afsætter ph.d.-skoleledere og igangsætter med inddragelse af ph.d.-skolelederne internationale evalueringer af ph.d.-skolerne og følger op på evalueringer, herunder internationale evalueringer,
11. indstiller organisationsplan og ændringer til denne til bestyrelsens godkendelse,
12. forhandler og aftaler løn og ansættelsesvilkår, jf. Universitetslovens § 29, inden for rammer godkendt af bestyrelsesformanden,
13. nedsætter akademisk råd,
14. godkender efter indstilling fra akademisk råd sammensætningen af bedømmelsesudvalg til videnskabelige stillinger,
15. nedsætter studienævn, fastlægger størrelsen af studienævn, jf. § 14, stk. 1, bestemmer om der skal afholdes indirekte valg til et studienævn gennem valg af andre faglige kollegiale organer på IT-Universitetet, jf. § 14, stk. 3, og godkender formand og næstformand for studienævn efter indstilling fra det pågældende studienævn, jf. § 14, stk. 3,
16. nedsætter ph.d.-udvalg, fastlægger størrelsen af ph.d.-udvalg, jf. § 16, stk. 1, og udpeger formænd og eventuelle næstformænd for ph.d.-udvalg efter indstilling fra det pågældende ph.d.-udvalg,
17. sikrer udskrivelse – og er ansvarlig for legalitetskontrollen - af valg til IT-Universitetets kollegiale organer,
18. fastsætter regler om disciplinære foranstaltninger over for de studerende,
19. udarbejder efter åben drøftelse i relevante kollegiale organer, grupper og udvalg på universitetet oplæg til udviklingskontrakt om IT-Universitetets samlede virksomhed til bestyrelsen, og



20. tegner og kan forpligte IT-Universitetet med undtagelse af dispositioner over fast ejendom, jf. § 9, stk. 2, og træffer afgørelse i alle sager, medmindre afgørelsen er henlagt til bestyrelsen, akademisk råd, et studienævn, eller et ph.d.-udvalg.

*Stk. 2.* Rektor skal sikre, at IT-Universitetet til enhver tid overholder gældende lovgivning og regler, og er pligtig at foretage enhver anden handling, der er nødvendig til god og forsvarlig ledelse af IT-Universitetet, hvad enten sådanne handlinger måtte være beskrevet i nærværende vedtægter eller ej.

*Stk. 3.* Rektor kan bemyndige de øvrige direktionsmedlemmer til at træffe nærmere angivne beslutninger på rektors vegne eller til at varetage en række af rektors opgaver.

## **B. Råd, nævn og udvalg**

### Akademisk råd

#### **§ 12**

Rektor nedsætter et akademisk råd og er selv født medlem. Akademisk råd består af 1 formand og 4 medlemmer. 2 medlemmer vælges af og blandt det videnskabelige personale på IT-Universitetet, herunder ansatte ph.d.-studerende, (VIP-medlemmer), og 2 medlemmer vælges af og blandt de studerende på IT-Universitetet. Akademisk råd vælger sin formand blandt rådets VIP-medlemmer og rektor.

*Stk. 2.* VIP-medlemmerne vælges af og blandt det videnskabelige personale på IT-Universitetet, herunder ansatte ph.d.-studerende, for en periode på 4 år med mulighed for genvalg højst én gang. Valgbar og stemmeberettiget er enhver person, der er ansat på IT-Universitetet som undervisningsassistent eller derved, og som har kontrakt på ansættelse i minimum 1 år frem fra tidspunktet for valgets afholdelse.

*Stk. 3.* De studerende vælges af og blandt de studerende på IT-Universitetet for en periode på 1 år med mulighed for genvalg højst 3 gange. Valgbar og stemmeberettiget er enhver studerende, som er indskrevet på en bachelor-, kandidat-, master- eller diplomuddannelse på IT-Universitetet, såvel den første i den måned, hvor der udskrives valg, som på tidspunktet for valgets afholdelse.

*Stk. 4.* Ved afholdelse af valg til Akademisk råd følges de til enhver tid gældende regler for valg på IT-Universitetet.

#### **§ 13**

### Akademisk råd

1. udtaler sig til rektor om den interne fordeling af bevillinger,
2. udtaler sig til rektor om centrale strategiske forsknings- og uddannelsesområder og planer for videnudveksling,

3. indstiller til rektor sammensætningen af sagkyndige udvalg, der skal bedømme ansøgere til videnskabelige stillinger,
4. tildeler ph.d.- og doktorgraden,
5. kan udtale sig om alle akademiske forhold af væsentlig betydning for IT-Universitetets virksomhed,
6. har pligt til at drøfte de akademiske forhold, som rektor forelægger, og
7. udpeger efter anmodning fra bestyrelsen et medlem til indstillingsorganet, jf. tillæg 1, § 1, stk. 2.

*Stk. 2.* Akademisk råd er beslutningsdygtigt, når formanden og mindst 1 øvrigt medlem er til stede. Akademisk råd træffer afgørelser ved simpel stemmeflerhed. Ved stemmelighed er formandens stemme afgørende.

#### Studienævn

### **§ 14**

Rektor opretter studienævn, der dækker de enkelte uddannelser/linjer eller flere uddannelser/linjer. Et studienævn kan højst have 14 medlemmer.

*Stk. 2.* Til studienævn vælges et lige stort antal medlemmer af og blandt det videnskabelige personale (VIP), herunder ansatte ph.d.-studerende, og af og blandt de studerende.

*Stk. 3.* Til studienævn, der dækker flere uddannelser/linjer, kan en del af medlemmerne vælges ved indirekte valg gennem valg af underliggende faglige kollegiale organer, som vælger medlemmer til studienævnet iblandt sig, jf. stk. 7 - 9. Denne bestemmelse er indsat efter dispensation fra ~~ministeren for forskning, innovation og videregående uddannelser~~uddannelses- og forskningsministeren, jf. universitetslovens § 36.

*Stk. 4.* Rektor – eller den rektor bemyndiger hertil – kan nedsætte et antal faglige kollegiale organer bestående af lige mange VIP og studerende, som repræsenterer en eller flere uddannelser/linjer, og som har til opgave – udover at udpege medlemmer til studienævnet – at indstille beslutninger og sager vedrørende uddannelse og studieordninger til studienævnet.

*Stk. 5.* VIP medlemmer til studienævn eller uddannelsesgrupper vælges af og blandt de VIP, der underviser indenfor studienævnets uddannelser/linjer. VIP medlemmer til faglige kollegiale organer vælges af og blandt de VIP, der underviser indenfor det faglige kollegiale organs uddannelser/linjer. VIP til studienævn og faglige kollegiale organer skal være ansat på IT-Universitetet som undervisningsassistent eller derover, og have kontrakt på ansættelse i minimum 1 år frem fra tidspunktet for valgets afholdelse. Valgperioden for denne valggruppe er 4 år. De studerende vælges af og blandt de studerende, der er indskrevet på en bachelor-, kandidat-, master- eller diplomuddannelse inden for det pågældende studienævns eller faglige

kollegiale organs område, såvel den første i den måned, hvor der udskrives valg, som på tidspunktet for valgets afholdelse. Valgperioden for denne valggruppe er 1 år.

*Stk. 6.* Til studienævn, hvor en del af medlemmerne er valgt ved indirekte valg, jf. stk. 3, vælges herudover en repræsentant for VIP og en repræsentant for de studerende ved direkte valg.

*Stk. 7.* Indirekte valg af medlemmer til studienævn, jf. stk. 3, sker ved at hvert fagligt kollegialt organ vælger medlemmer hertil, jf., stk. 8 og 9.

*Stk. 8.* VIP medlemmerne i et fagligt kollegialt organ vælger af deres midte en VIP til studienævnet. En VIP kan være medlem i flere faglige kollegiale organer, men den samme VIP kan ikke repræsentere to eller flere faglige kollegiale organer i et studienævn. Hvis to eller flere faglige kollegiale organer vælger samme VIP til studienævnet, træffer rektor, eller den som rektor bemyndiger hertil, beslutning om, hvilket fagligt kollegialt organ den pågældende VIP skal repræsentere i studienævnet. Derefter skal den eller de øvrige faglige kollegiale organ(er) hver vælge en ny repræsentant af deres midte.

*Stk. 9.* De studerende i et fagligt kollegialt organ vælger af deres midte en studerende til studienævnet.

*Stk. 10.* Hvad angår en udliciteret uddannelse/linje, jf. § 25, kan IT-Universitetet indgå aftale med den institution, som uddannelsen/linjen er udliciteret til, om, at uddannelsen/linjen skal være repræsenteret ved et fuldgyldigt medlem i det fagligt kollegiale organ, som uddannelsen/linjen hører ind under, i form af en VIP der underviser på uddannelsen/linjen. En sådan aftale kan fastlægge, at medlemmet skal udpeges og ikke vælges.

*Stk. 11.* Aftale, jf. stk. 10, som indebærer, at en udpeget VIP, som ikke er ansat på IT-Universitetet, skal sidde i et kollegialt organ, kræver ~~RS ministeren for forskning, innovation og videregående uddannelser~~ ~~uddannelses- og forskningsministerens~~ godkendelse, jf. universitetslovens § 31. Godkendelse efter dette stk. 11, tilknyttes disse vedtægter som allonge.

*Stk. 12.* Hvis IT-Universitetet indgår en aftale med en institution jf. stk. 10, vælges en ekstra studerende til det relevante faglige kollegiale organ for at sikre, at det faglige kollegiale organ består af et lige stort antal VIP og studerende.

*Stk. 13.* Hvert studienævn vælger af sin midte blandt sine VIP-medlemmer, der er ansat på IT-Universitetet, en formand. Studienævnet vælger af sin midte blandt de studerende en næstformand.

*Stk. 14.* Næstformanden deltager i tilrettelæggelsen af studienævnets arbejde.

*Stk. 15.* Ved afholdelse af valg til studienævn og underliggende faglige kollegiale organer følges de til enhver tid gældende regler for valg på IT-Universitetet.

## Studienævn

**§ 15**

1. indstiller studieleder til rektor,
2. sikrer tilrettelæggelse, gennemførelse og udvikling af uddannelser og undervisning, herunder
  - i. kvalitetssikrer og kvalitetsudvikler uddannelser og undervisning og påser opfølgning af uddannelses- og undervisningsevalueringer,
  - ii. udarbejder forslag til studieordninger og ændringer heri til rektors godkendelse,
  - iii. godkender plan for tilrettelæggelse af undervisning og af prøver og anden bedømmelse, der indgår i eksamen,
  - iv. behandler ansøgninger om merit, herunder forhåndsmerit, og om dispensationer, og
  - v. udtaler sig inden for sit område i alle sager af betydning for uddannelse og undervisning og drøfter forhold om uddannelse og undervisning, som rektor eller den, rektor bemyndiger hertil, forelægger.

*Stk. 2.* Et studienævn er beslutningsdygtigt, når formanden og mindst halvdelen af VIP medlemmer og mindst halvdelen af de studerende er til stede. Et studienævn træffer afgørelser ved simpel stemmeflerhed. Ved stemmelighed bortfalder forslaget.

Ph.d.-udvalg**§ 16**

Rektor nedsætter ph.d.-udvalg. Et ph.d.-udvalg kan højst have 8 medlemmer og 4 suppleanter.

*Stk. 2.* Til ph.d.-udvalg vælges et lige stort antal medlemmer blandt det videnskabelige personale (VIP) og de ph.d.-studerende. VIP vælges af og blandt de VIP, som er ansat på IT-Universitetet som adjunkt eller derover, og som fortsat har ansættelse i minimum 1 år frem fra tidspunktet for valgets afholdelse. Ansatte ph.d.-studerende henregnes ikke til denne valggruppe i forbindelse med valg til ph.d.-udvalg. Valgperioden for denne valggruppe er 4 år. De ph.d.-studerende vælges af og blandt personer, der er indskrevet på ph.d.-studiet på IT-Universitetet og tilknyttet den pågældende ph.d.-skole, såvel den første i den måned, hvor der

udskrives valg, som på tidspunktet for valgets afholdelse. Valgperioden for denne gruppe er 1 år.

*Stk. 3.* Formand og næstformand for ph.d.-udvalg udpeges af rektor efter indstilling fra pågældende ph.d.-udvalg, der indstiller formand blandt ph.d.-udvalgets VIP og næstformand blandt ph.d.-udvalgets ph.d.-studerende.

*Stk. 4.* Ved afholdelse af valg til ph.d.-udvalg følges de til enhver tid gældende regler for valg på IT-Universitetet.

## § 17

### Ph.d.-udvalget

1. indstiller sammensætningen af ph.d.-bedømmelsesudvalg til rektor,
2. godkender ph.d.-kurser,
3. udarbejder forslag om interne retningslinjer for ph.d.-skolen, herunder ph.d.-vejledning, til ph.d.-skolelederen,
4. udtaler sig om evaluering af ph.d.-uddannelsen og –vejledning til ph.d.-skolelederen,
5. godkender ansøgninger om merit og dispensation,
6. udtaler sig inden for sit område i alle sager af betydning for ph.d.-uddannelse og -vejledning, som rektor eller den, rektor bemyndiger hertil, forelægger,
7. bistår ph.d.-skolelederen med planlægning af ph.d.-skolens uddannelse, herunder internationale ophold, og
8. bistår ph.d.-skolelederen med løbende evalueringer af skolens aktiviteter.

*Stk. 2.* Et ph.d.-udvalg er beslutningsdygtigt, når formanden og mindst halvdelen af VIP medlemmer og mindst halvdelen af de ph.d.-studerende er til stede. Ph.d.-udvalget træffer afgørelser ved simpel stemmeflerhed. Ved stemmelighed er formandens stemme afgørende.

### Andre nævn og udvalg

## § 18

Der etableres for IT-Universitetet samarbejds- og sikkerhedsudvalg, jf. Cirkulære om aftale om samarbejde og samarbejdsudvalg i statens virksomheder og institutioner.

**C. Institutter og ph.d.-skoler****§ 19**

På IT-Universitetet etableres et antal institutter, hvor undervisning og forskning finder sted.

**§ 20**

På IT-Universitetet etableres et antal ph.d.-skoler, hvor ph.d.-uddannelserne finder sted.

**D. Institutleder og studieleder og ph.d.-skoleleder**Institutleder**§ 21**

Institutledere ansættes og afskediges af rektor.

*Stk. 2.* Lederen af hvert enkelt institut varetager instituttets daglige ledelse, herunder planlægning og fordeling af arbejdsopgaver. Institutlederen kan pålægge medarbejdere at løse bestemte opgaver. Det videnskabelige personale har forskningsfrihed og forsker frit inden for universitetets forskningsstrategiske rammer i den tid, hvor de ikke er pålagt opgaver. Universitetets forskningsstrategiske rammer dækker hele universitetets profil. Det videnskabelige personale må ikke over længere tid pålægges opgaver i hele deres arbejdstid, således at de reelt fratages deres forskningsfrihed.

*Stk. 3.* Institutlederen sikrer kvalitet og sammenhæng i instituttets forskning og undervisning og skal med inddragelse af studienævn og studieleder følge op på evaluering af uddannelse og undervisning.

Studieleder**§ 22**

Studielederen udpeges og afsættes af rektor efter indstilling fra studienævnet.

*Stk. 2.* Studielederen har til opgave i samarbejde med studienævnet at forestå den praktiske tilrettelæggelse af undervisningen og af prøver og anden bedømmelse, der indgår i eksamen. Studielederen godkender opgaveformulering og afleveringstidspunkt for kandidatspecialer samt i tilknytning hertil en plan for vejledningen af den studerende.

Ph.d.-skoleleder**§ 23**

Ph.d.-skolelederen udpeges og afsættes af rektor. Rektor kan efter samråd med ph.d.-udvalget udpege formanden for ph.d.-udvalget som ph.d.-skoleleder.

*Stk. 2.* Ph.d.-skolelederen har det overordnede ansvar for ph.d.-skolens uddannelse. Ph.d.-skolelederen har til opgave med inddragelse af ph.d.-udvalget at planlægge ph.d.-skolens uddannelse, herunder internationale ophold og forestå løbende evalueringer af ph.d.-skolens aktiviteter. Ph.d.-skolelederen indstiller til rektor om opfølgning på disse evalueringer. Ph.d.-skolelederen skal endvidere udpege ph.d.-vejledere efter regler fastsat af IT-Universitetet og godkende ph.d.-studerende efter indstilling fra VIP-repræsentanterne i ph.d.-udvalget.

**E. Andre forhold****§ 24**

Klager behandles i overensstemmelse med de til enhver tid gældende regler herfor.

**§ 25**

IT-Universitetet kan som et led i at koordinere og styrke it-uddannelserne i regionen, indgå udliciteringsaftaler om uddannelsessamarbejder med [Copenhagen Business School](#) - Handelshøjskolen i København, Roskilde Universitet, Danmarks Tekniske Universitet og Københavns Universitet samt andre uddannelsesinstitutioner. Sådanne aftaler skal være skriftlige eller elektroniske og forsynet med digital signatur og skal sikre IT-Universitetets faglige indflydelse på og evaluering af sådanne udliciterede uddannelser.

**§ 26**

IT-Universitetet gennemfører hvert semester en samlet elektronisk evaluering af IT-Universitetets kurser, undervisere og IT-Universitetet som helhed.

**V. Uddannelse og forskning****§ 27**

IT-Universitetet udbyder uddannelser på master-, diplom-, bachelor-, kandidat- og ph.d.-niveau samt kortere videre- og efteruddannelsesforløb samt kursusvirksomhed.

## § 28

~~Det påhviler IT-Universitetet at nedsætte et eller flere rådgivende "it-foresight paneler" bestående af såvel repræsentanter for aftagere som forskere med henblik på at gøre IT-Universitetets forskningsaktiviteter og uddannelsesudbud fremtidsorienterede.~~

~~Stk. 2. It-foresight panelerne har til primær opgave at rådgive IT-Universitetet om dets forskning og give strategisk rådgivning om fremspirende forskningsområder, organisering og stimulering af forskningen, kommentere på samarbejdet med erhvervslivet og foreslå nye måder at indhente forskningsmidler på.~~

~~Stk. 3.~~ IT-Universitetet skal nedsætte det nødvendige antal aftagerpaneler, der sammensættes af udefrakommende medlemmer, som tilsammen har erfaring med og indsigt i IT-Universitetets uddannelsesområde og de ansættelsesområder, som uddannelserne giver adgang til.

~~Stk. 4.~~ 2. Aftagerpanelerne har til opgave at rådgive rektor og studieleder ved udvikling af eksisterende og nye uddannelser samt ved udvikling af nye undervisnings- og prøveformer. Aftagerpanelet kan endvidere afgive udtalelse og stille forslag til universitetet om alle spørgsmål, der vedrører uddannelsesområdet. Aftagerpanelet skal således bidrage til at sikre, at der er overensstemmelse mellem IT-Universitetets udbud af uddannelser og det af aftagerne efterspurgte kompetencebehov. Desuden bistår aftagerpanelet bestyrelsen ved udpegning af nye udefrakommende bestyrelsesmedlemmer, jf. reglerne i tillæg 1, § 1, stk. 2.

## VI. Vedtægtsændringer

### § 29

Bestyrelsen kan fremsætte forslag til og vedtage ændringer af nærværende vedtægter i overensstemmelse med reglerne i § ~~79~~, stk. 1, nr. 16. Vedtægtsændringer skal godkendes af ~~ministeren for forskning, innovation og videregående uddannelser~~ uddannelses- og forskningsministeren.

## VII. Tegning

### § 30

IT-Universitetet tegnes af rektor med undtagelse af dispositioner over fast ejendom, hvor IT-Universitetet tegnes af bestyrelsesformanden sammen med et andet bestyrelsesmedlem.

## VIII. Regnskab og revision m.v.

### § 31

Bestyrelsen kan antage ekstern bistand til kontrol og styring af IT-Universitetets budgetter og regnskabsrapportering.



Stk. 2. IT-Universitetets bestyrelse udarbejder særskilt årsrapport.

Stk. 3. IT-Universitetets regnskab opstilles og revideres efter reglerne i universitetslovens § 28.

## IX. Ikrafttræden

### § 32

Nærværende vedtægter træder i kraft, når de er godkendt af ~~ministeren for forskning, innovation og videregående uddannelser~~uddannelses- og forskningsministeren.

## X. Tillæg

### § 33

Tillæg 1: Procedurer for udpegelse af de udefra kommende medlemmer af IT-Universitetets bestyrelse.

Tillæg 2: Ansættelses- og afskedigelsesprocedure for rektor, prorektor, universitetsdirektør, og institutledere samt udpegnings- og afsættelsesproceduren for studieledere og ph.d.-skoleledere.

Allonger vedrørende udliciterede uddannelser: Allonge vedr. EBUSS-linjen (godkendelse givet i henhold til tidligere vedtægter).

Vedtaget af bestyrelsen den ~~20/6-12~~14/4-16

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Jørgen Lindegaard  
Bestyrelsesformand

Godkendt af ~~ministeren for forskning, innovation og videregående uddannelser~~uddannelses- og forskningsministeren ~~den 20/6-12~~den 20/6-14

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~~Morten Østergaard~~Ulla Tørnæs

**Tillæg 1  
til vedtægter for IT-Universitetet i København**

**Procedure for udpegelse af de fem udefra kommende medlemmer af IT-  
Universitetets bestyrelse**

Dette dokument indeholder en beskrivelse af procedurerne for udpegelse af de udefrakommende bestyrelsesmedlemmer, herunder kravene til de udefrakommende bestyrelsesmedlemmers profil, kvalifikationer og uafhængighed.

**§ 1            Udpegelsesprocedure**

De udefrakommende bestyrelsesmedlemmer udpeges for en periode på fire år.

*stk. 2.* Det tilstræbes senest tre måneder før et udefrakommende medlem træder ud af bestyrelsen, at den siddende bestyrelse nedsætter et indstillingsorgan bestående af formanden for bestyrelsen, et af de øvrige bestyrelsesmedlemmer, et af Executive-level afdelingsledere samt et medlem udpeget af akademisk råd.

*Stk. 3.* Indstillingsorganet skal annoncere efter forslag til kandidater til bestyrelsen samt sikre, at de indstillede kandidater opfylder gældende kvalifikationskrav jf. Universitetsloven. Indstillingsorganet udarbejder en liste til udpegningsorganet med minimum to ekstra kandidater end det påkrævede antal af udefrakommende bestyrelsesmedlemmer, der skal udskiftes.

*Stk. 4.* Udpegningsorganet består af den siddende bestyrelse.

*Stk. 5.* Udpegningsorganet udpeger på baggrund af indstillingsorganets liste de nye udefrakommende medlemmer af bestyrelsen. Udpegningsorganet kan bede om en ny indstilling, hvis de indstillede kandidater efter udpegningsorganet ikke i fornødent omfang opfylder kravene til bestyrelsens sammensætning eller gældende kvalitets- og uafhængighedskrav, jf. dette tillægs §§ 2 og 3.

*Stk. 6.* Såfremt et eller flere af de siddende udefrakommende medlemmer af bestyrelsen, herunder formanden, udtræder af bestyrelsen inden udløbet af den periode på fire år, for hvilken de er udpeget, udpeger bestyrelsen, i overensstemmelse med den beskrevne procedure i stk. 2-5, et nyt udefrakommende bestyrelsesmedlem for en fire årig periode.

*Stk. 7.* Hvis det udtrædende medlem er formanden for bestyrelsen, vælger bestyrelsen efter udpegelsen af et nyt udefra kommende medlem en ny formand blandt de udefrakommende medlemmer for en periode svarende til det relevante medlems udpegelsesperiode.

## **§ 2 Kvalifikationer**

De udefrakommende medlemmer udpeges i deres personlige egenskab.

*Stk. 2.* De udefrakommende bestyrelsesmedlemmer skal tilsammen have erfaring med og indsigt i ledelse, organisation og økonomi, herunder vurdering af budgetter og regnskaber, jf. universitetslovens § 12, stk. 3. Der bør blandt de udefrakommende bestyrelsesmedlemmer være repræsentanter, der har erfaring med forsknings- og uddannelsesinstitutioner, herunder gerne udenlandsk forsknings- og uddannelseserfaring.

*Stk. 3.* De udefrakommende medlemmer skal rekrutteres fra forskellige sektorer, for eksempel andre forskningsinstitutioner, kulturlivet, offentlige virksomheder, det private erhvervsliv m.v., således at IT-Universitetets bestyrelse afspejler universitetets samlede profil og opgaver.

## **§ 3 Uafhængighed**

De udefra kommende medlemmer skal være uafhængige. De udefrakommende medlemmer må således ikke

- modtage mandat fra en organisation, offentlig myndighed eller virksomhed,
- have en væsentlig økonomisk eller anden tilsvarende interesse i IT-Universitetet,
- have haft en fremtrædende ledelsespost på IT-Universitetet inden for de seneste ti år,
- fungere som professionel rådgiver eller udføre opgaver af lignende karakter for IT-Universitetet,
- have en væsentlig økonomisk interesse i en virksomhed, der fungerer som professionel rådgiver eller udfører opgaver af lignende karakter for IT-Universitetet,
- være indskrevet som studerende på IT-Universitetet eller

- være ansat på IT-Universitetet.

## Tillæg 2 til vedtægter for IT-Universitetet

### 1. Rekruttering af rektor

Bestyrelsen ansætter rektor, jf. universitetslovens § 10, stk. 7, og vedtægternes § 79, stk. 1, nr. 11.

#### Kvalifikationskrav

Rektor skal være en anerkendt forsker, jf. som begrebet er defineret i Lov om forskningsrådgivning m.v., inden for et af universitetets fagområder og have indsigt i uddannelsessektoren. Rektor skal desuden have erfaring med ledelse og organisering af forskningsmiljøer og have indsigt i et universitets virke og samspil med det omgivende samfund, jf. universitetslovens § 14, stk. 2.

Bestyrelsen kan fastsætte supplerende kvalifikationskrav.

#### Stillingsopslag

Personaleafdelingen udarbejder et stillingsopslag og eventuelt en stillingsbeskrivelse, der godkendes af bestyrelsen.

Bestyrelsen træffer beslutning om, hvor stillingen skal annonceres, dvs. i hvilke fagblade/dagblade, samt om ansøgningsfristens længde, der dog minimum er på 14 dage fra annonceringen.

Stillingen opslås efter de gældende regler om stillingsopslag i staten.

Kontaktperson i forbindelse med stillingsopslaget er bestyrelsesformanden.

#### Ansættelsesprocedurer

Ansættelsesprocedurerne skal sikre, at rektor har faglig og ledelsesmæssig legitimitet.

Ansøgninger adresseres til bestyrelsesformanden, som træffer afgørelse om, hvilke ansøgere der skal indkaldes til samtale. Bestyrelsesformanden afholder samtaler med relevante ansøgere og fremkommer på den baggrund med en begrundet skriftlig indstilling om ansættelse til bestyrelsen. Bestyrelsen kan beslutte at benytte sig af eksterne rekrutteringseksperter og tests.

Ved vurdering af, hvorvidt en ansøger opfylder universitetslovens krav om, at rektor skal være en anerkendt forsker, jf.-som begrebet er defineret i Loven om forskningsrådgivning m.v., inden for et af universitets fagområder, lægges det til grund, at ansøgeren i en årrække dels på videnskabeligt plan aktivt har beskæftiget sig med forskning, som er på mindst lektor- eller seniorforsknerniveau, dels er blevet bedømt som kvalificeret af et fagkyndigt udvalg i forbindelse med en ansøgning til et lektorat på et universitet, en seniorforskerstilling på en sektorforskningsinstitution eller til en stilling på tilsvarende niveau ved en udenlandsk forskningsinstitution. Hvis en potentiel kandidat ikke er i besiddelse af en sådan fagkyndig bedømmelse, nedsætter bestyrelsen et udvalg, der sammensættes som et bedømmelsesudvalg, der skal bedømme, om ansøgerens videnskabelige aktivitet og produktion kan kvalificere ansøgeren som anerkendt forsker. Hvis bestyrelsen selv besidder samme kompetence, som forudsat af et bedømmelsesudvalg, kan bestyrelsen dog selv foretage bedømmelsen.

#### Ansættelsesvilkår

Stillingen besættes på åremål for et tidsrum af indtil 6 år.

Åremålsansættelsen kan forlænges uden opslag i overensstemmelse med statens regler.

Genansættelse efter fornyet opslag kan ske højst 2 gange, eller i øvrigt hvis genansættelse er begrundet i objektive forhold.

Der kan i forbindelse med ansættelsen af rektor forhandles om en tilbagegangsstilling som videnskabelig medarbejder på IT-Universitetet.

## **2. Afsked af rektor**

Bestyrelsen afskediger rektor, jf. universitetslovens § 10, stk. 7, og vedtægternes § 7, stk. 1, nr. 11.

Såfremt bestyrelsen beslutter at søge iværksat en afsked af rektor, gennemføres en sag herom i henhold til universitetslovens § 29.

## **3. Rekruttering af prorektor**

Bestyrelsen ansætter prorektor efter indstilling fra rektor, jf. universitetslovens § 10, stk. 7, og vedtægternes § 7, stk. 1, nr. 12.

#### Kvalifikationskrav

Prorektor skal være en anerkendt forsker, jf.-som begrebet er defineret i Loven om forskningsrådgivning m.v., inden for et af universitetets fagområder og have indsigt i

uddannelsessektoren. Prorektor skal desuden have erfaring med ledelse og organisering af forskningsmiljøer og have indsigt i et universitets virke og samspil med det omgivende samfund, jf. universitetslovens § 14, stk. 2.

#### Stillingsopslag

Personaleafdelingen udarbejder stillingsopslag og eventuelt en stillingsbeskrivelse, der godkendes af bestyrelsen.

Rektor beslutter, hvor stillingen skal annonceres, dvs. i hvilke fagblade/dagblade, samt om ansøgningsfristens længde, der dog minimum er på 14 dage fra annonceringen.

Stillingen opslås efter de gældende regler om stillingsopslag i staten.

Kontaktperson i forbindelse med stillingsopslag er rektor.

#### Ansættelsesprocedurer

Ansættelsesudvalget består af bestyrelsesformanden og rektor. Ansættelsesudvalget kan beslutte at benytte sig af eksterne rekrutteringsekspertes og tests. Ansættelsesudvalget afholder samtaler med relevante ansøgere og på den baggrund giver rektor en begrundet skriftlig indstilling om ansættelse til bestyrelsen.

Ved vurdering af, hvorvidt en ansøger opfylder universitetslovens krav om, at prorektor - som rektors stedfortræder - skal være en anerkendt forsker, jf. som begrebet er defineret i Lov om forskningsrådgivning m.v., inden for et af universitets fagområder, lægges det til grund, at ansøgeren i en årrække dels aktivt har beskæftiget sig med forskning, som er på mindst lektor eller seniorforsknerniveau, dels er blevet bedømt som kvalificeret af et fagkyndigt udvalg i forbindelse med en ansøgning til et lektorat på et universitet, en seniorforskerstilling på en sektorforskningsinstitution eller til en stilling på tilsvarende niveau ved en udenlandsk forskningsinstitution. Hvis en potentiel kandidat ikke er i besiddelse af en sådan fagkyndig bedømmelse, nedsætter bestyrelsen et udvalg, der sammensættes som et bedømmelsesudvalg, der skal bedømme, om ansøgerens videnskabelige aktivitet og produktion kan kvalificere ansøgeren som anerkendt forsker. Hvis bestyrelsen selv besidder samme kompetence, som forudsat af et bedømmelsesudvalg, kan bestyrelsen dog selv foretage bedømmelsen.

#### Ansættelsesvilkår

Stillingen besættes på åremål for et tidsrum af indtil 6 år.

Åremålsansættelsen kan forlænges uden opslag i overensstemmelse med statens regler.

Genansættelse efter fornyet opslag kan ske højst 2 gange, eller i øvrigt hvis genansættelse er begrundet i objektive forhold.

Der kan i forbindelse med ansættelse af prorektor forhandles om en tilbagegangsstilling som videnskabelig medarbejder på IT-Universitetet.

#### **4. Afsked af prorektor**

Bestyrelsen afskediger efter indstilling fra rektor prorektor, jf. universitetslovens § 10, stk. 7, og vedtægternes § 7, stk. 1, nr. 12.

Såfremt bestyrelsen beslutter at søge iværksat afsked af prorektor, gennemføres en sag herom i henhold til universitetslovens § 29.

### **5. Rekruttering af universitetsdirektør**

Bestyrelsen ansætter universitetsdirektøren efter indstilling fra rektor, jf. universitetslovens § 10, stk. 7, og vedtægternes § 7, stk. 1, nr. 12.

#### Kvalifikationskrav

Bestyrelsen kan efter indstilling fra rektor fastsætte kvalifikationskrav.

#### Stillingsopslag

Personaleafdelingen udarbejder stillingsopslag og eventuelt en stillingsbeskrivelse, der godkendes af bestyrelsen.

Rektor beslutter, hvor stillingen skal annonceres, dvs. i hvilke fagblade/dagblade, samt om ansøgningsfristens længde, der dog minimum er på 14 dage fra annonceringen.

Stillingen opslås efter de gældende regler om stillingsopslag i staten.

Kontaktperson i forbindelse med stillingsopslag er rektor.

#### Ansættelsesprocedurer

Ansættelsesudvalget er bestyrelsesformanden og rektor. Ansættelsesudvalget kan beslutte at benytte sig af eksterne rekrutteringsekspertyper og tests. Ansættelsesudvalget afholder samtaler med relevante ansøgere og på den baggrund giver rektor en begrundet skriftlig indstilling om ansættelse til bestyrelsen.

#### Ansættelsesvilkår

Stillingen besættes på åremål for et tidsrum af indtil 6 år.

Åremålsansættelsen kan forlænges uden opslag i overensstemmelse med statens regler.

Genansættelse efter fornyet opslag kan ske højst 2 gange, eller i øvrigt hvis genansættelse er begrundet i objektive forhold.

Der kan i forbindelse med ansættelse af universitetsdirektøren forhandles om en tilbagegangsstilling på IT-Universitetet.

### **6. Afsked af universitetsdirektør**

Bestyrelsen afskediger efter indstilling fra rektor universitetsdirektøren, jf. universitetslovens § 10, stk. 7, og vedtægternes § 7, stk. 1, nr. 12.

Såfremt bestyrelsen beslutter at søge iværksat afsked af universitetsdirektøren, gennemføres en sag herom i henhold til universitetslovens § 29.

### **7. Rekruttering af institutledere**

Rektor ansætter institutledere, jf. universitetslovens § 14, stk. 4, og vedtægternes § 11, stk. 1, nr. 8.

#### Kvalifikationskrav

Institutlederne skal være anerkendte forskere, jf. som begrebet er defineret i Lov om forskningsrådgivning m.v., og skal i relevant omfang have erfaring med uddannelse, jf. universitetslovens § 14, stk. 4, 2. pkt.

Rektor kan fastsætte supplerende kvalifikationskrav.

#### Stillingsopslag

Personaleafdelingen udarbejder stillingsopslag og eventuelt stillingsbeskrivelser, der godkendes af rektor.

Rektor beslutter, hvor stillingerne skal annonceres, dvs. i hvilke fagblade/dagblade, samt om ansøgningsfristens længde, der dog minimum er på 14 dage fra annonceringen.

Stillingerne opslås efter de gældende regler om stillingsopslag i staten.

Kontaktperson i forbindelse med stillingsopslag er rektor.

#### Ansættelsesprocedurer

Ansættelsesprocedurerne skal sikre, at institutlederne har faglig og ledelsesmæssig legitimitet.

Ansættelsesudvalget består af rektor og to yderligere personer udpeget af rektor. Ansættelsesudvalget kan beslutte at benytte sig af eksterne rekrutteringsekspertes og tests. Ansættelsesudvalget afholder samtaler med relevante ansøgere, og rektor træffer på den baggrund beslutning om ansættelse i institutlederstillingerne.

Ved vurdering af, hvorvidt en ansøger opfylder universitetslovens krav om, at institutledere skal være anerkendte forskere, lægges det til grund, at ansøgeren i en årrække på videnskabeligt plan aktivt har beskæftiget sig med forskning på mindst lektor- eller seniorforsknerniveau eller på et tilsvarende niveau ved et udenlandsk forskningsinstitution. Hvis en potentiel kandidat ikke er i besiddelse af en sådan fagkyndig bedømmelse, nedsætter rektor et udvalg, der sammensættes som et bedømmelsesudvalg, der skal bedømme, om ansøgerens videnskabelige aktivitet og produktion kan kvalificere ansøgeren som anerkendt forsker.

#### Ansættelsesvilkår

Stillingen besættes på åremål for et tidsrum af indtil 6 år.

Åremålsansættelsen kan forlænges uden opslag i overensstemmelse med statens regler.

Genansættelse efter fornyet opslag kan ske højst 2 gange, eller i øvrigt hvis genansættelse er begrundet i objektive forhold.

Der kan i forbindelse med ansættelse af en institutleder forhandles om en tilbagegangsstilling som videnskabelig medarbejder på IT-Universitetet.

## **8. Afsked af institutledere**



Rektor afskediger institutledere, jf. universitetslovens § 14, stk. 4, og vedtægternes § 11, stk. 1, nr. 8.

Såfremt rektor beslutter at søge iværksat afsked af en institutleder, gennemføres en sag herom i henhold til universitetslovens § 29.

### 9. Udpegning af studieledere

Rektor udpeger efter indstilling fra studienævnet studieledere, jf. vedtægternes § 11, stk. 1, nr. 9.

#### Kvalifikationskrav

Studielederen skal være en videnskabelig medarbejder.

Rektor kan fastsætte supplerende kvalifikationskrav til studielederen.

### 10. Afsættelse af studieledere

Rektor afsætter efter indstilling fra studienævnet studieledere, jf. vedtægternes § 11, stk. 1, nr. 9.

### 11. Udpegning af ph.d.-skoleledere

Rektor udpeger ph.d.-skoleledere, jf. universitetslovens § 14, stk. 5, og vedtægternes § 11, stk. 1, nr. 10.

#### Kvalifikationskrav

I forbindelse med udpegningen skal det sikres, at ph.d.-skolelederen har faglig og ledelsesmæssig legitimitet.

Ph.d.-skolelederen skal være anerkendt forsker, jf. som begrebet er defineret i Lov om forskningsrådgivning m.v., og i relevant omfang have erfaring med uddannelse, jf. universitetslovens § 14, stk. 5, 2. pkt.

Ved vurdering af, hvorvidt den udpegede ph.d.-skoleleder opfylder universitetslovens krav om, at ph.d.-skoleledere skal være anerkendte forskere, lægges det til grund, at ph.d.-skolelederen i en årrække på videnskabeligt plan aktivt har beskæftiget sig med forskning, og som er på mindst lektor- eller seniorforskerniveau eller på et tilsvarende niveau ved en udenlandsk forskningsinstitution. Hvis en potentiel kandidat ikke er i besiddelse af en sådan fagkyndig bedømmelse, nedsætter rektor et udvalg, der sammensættes som et bedømmelsesudvalg, der skal bedømme, om ansøgerens videnskabelige aktivitet og produktion kan kvalificere ansøgeren som anerkendt forsker.

### 12. Afsættelse af ph.d.-skoleledere

Rektor afsætter ph.d.-skoleledere, jf. vedtægternes § 11, stk. 1, nr. 10.

# ARTICLES OF ASSOCIATION of The IT University of Copenhagen (ITU) (a translation of the Danish version)

## I. Name and location

### Section 1

The name of the university is IT-Universitetet i København (ITU), in English the IT University of Copenhagen. The IT University is a government-financed, self-governing institution whose registered office and venue is in the Municipality of Copenhagen. The IT University is ~~governed~~covered by the Minister ~~of Research, Innovation and for~~ Higher Education and Science's supervisory authority.

## II. Purpose

### Section 2

The purpose of the IT University is to conduct research and provide research-based teaching in Information Technology up to the highest international levels. The IT University shall strive to generate a public/private sector partnership in both its educational offering and its research to promote IT value creation in Denmark. Based on its research, the IT University is able to carry out projects for a minister as agreed with that Minister. The IT University's remit is to develop and implement educational programmes which are attractive to a large number of people and which are suitable for providing them with IT skills and proficiencies relevant to current demand. The IT University shall further through its research contribute to scientific education and innovation.

## III. Financial basis

### Section 3

The IT University is financed primarily by way of the Minister for ~~Research, Innovation and~~ Higher Education and Science's grant for educational, research and communication activities and other activities undertaken by the IT University, including Danish taximeter-model grants, private research funding, research funding from national and EU research programmes and financing activities.

## IV. Organisation

### Section 4

The IT University is managed by a Board of Directors and the Executive Management. The Executive Management shall comprise at least the Vice Chancellor and a pro-rector or University Director. The IT University consists of a number of scientific and administrative departments. The number and life of the scientific and administrative departments and to whom the Heads of Department report shall be determined by the Board of Directors on the basis of the Vice Chancellor's recommendations. The applicable organisation of the IT University is described in the Organisational Chart, which constitutes a separate document. Each scientific department shall have a Head of Department and each section shall have a Head of Section who manages the staff of the section. The Heads of the Department and the Heads of the Section shall report to a member of the Executive Management unless otherwise indicated in the Organisational Chart.

*Sub-section 2* The applicable Organisational Chart for the IT University shall be published on the IT University's website.

*Sub-section 3* Participation and involvement of staff and students shall be ensured through the IT University's collegiate bodies, groups and committees. The existing collegiate bodies, groups and committees and their composition are described in the IT University's Organisational Chart and on its intranet.

## **A. Management**

### The Board of Directors

#### **Section 5**

The IT University's Board of Directors shall consist of one Chairman and eight Board Members. The Chairman and four Board Members shall be external members, one member shall be elected by and from among the IT University's scientific staff, including employed PhD students (VIP members), one member shall be elected by and from among the technical/administrative staff at the IT University (TAP members) and two members shall be elected by and from among the students at the IT University.

#### **Section 6**

The five external members of the Board of Directors shall be represented by both genders, cf. the Danish Act on Gender Equality, and shall be appointed for a period of four years by the appointment body on the recommendation of the appointed recommendation body, cf. the procedure described in Appendix 1. Reappointment may only take place once.

*Sub-section 2* The VIP member shall be elected by and from among the scientific staff at the IT University, including employed PhD students, for a period of four years. Reappointment may only take place once. Anyone employed at the IT University to conduct research or to teach and who has an employment contract for a minimum of one year from the date of the election shall be electable and entitled to vote.

*Sub-section 3* The TAP member shall be elected by and from among the technical-administrative staff at the IT University for a period of four years. Reappointment may only take place once. Anyone employed at the IT University as a technical/administrative employee and has an employment contract for a minimum of one year from the date of the election shall be electable and entitled to vote.

*Sub-section 4* Students shall be elected by and from among the students at the IT University for a period of two years. Reappointment may only take place once. Students shall be elected for staggered periods so that one is elected in even years and another in odd years. In the elections for 2012, a transitional year, one student shall be elected for a period of one year. Re-election may take place once for a period of two years. Another student shall be elected for a period of two years. Re-election may take place once. Any student registered on a Bachelor's, Master's or Diploma course at the IT University both on the first day of the month in which the election is called and on the date of the election itself shall be electable and entitled to vote.

*Sub-section 6* The Board of Directors shall elect a Chairman from among its external Board Members.

*Sub-section 7* The Board of Directors may additionally decide to elect a Deputy Chairman from among its external Board Members.

#### **Section 7**

The Board of Directors is the highest authority of the IT University. The Board of Directors shall be responsible for the IT University's interests as an educational and research institution, lay down

guidelines for its organisation, long-term business and development and ensure that staff and students participate and are involved in important decisions.

#### The Board of Directors

1. manages the IT University's funds to the greatest possible benefit of the stated objectives of the IT University
2. on the recommendation of the Vice Chancellor approves the IT University's budget, including the distribution of its overall resources and principles for the use of the resources and signs the IT University's annual report
3. on the proposal of the Vice Chancellor carries out continuous monitoring and control of the IT University's finances
4. determines the IT University's educational offering as the creation of new educations and/or courses must be prequalified, accredited and approved according to the Danish Act on Accreditation of Institutions of Higher Education and the Danish University Act ~~by the Danish Accreditation Council~~ or ~~bodies~~ by invitations to tenders outside Denmark according to international quality assurance systems with subsequent approval by the Danish Agency for ~~Universities and Internationalisation~~ Higher Education.
5. on the recommendation of the Vice-chancellor approves general admission procedure guidelines
6. has overall responsibility for legality and grant control
7. determines the procedures for the appointment of external Board Members as set out in Appendix 1 to these Articles of Association
8. appoints external Board Members according to the procedures set out in Appendix 1
9. elects the Chairman of the Board of Directors from among the external members of the Board of Directors
10. decides whether a Deputy Chairman should be elected from among the external members of the Board of Directors
11. appoints and dismisses the Vice-chancellor of the IT University
12. on the Vice Chancellor's recommendation appoints and dismisses the other Executive Management Members
13. determines the appointment and dismissal procedures for the Vice Chancellor, Pro-rector, University Director and Heads of Departments and the appointment and dismissal procedures for Head of Studies and the Heads of the PhD Schools as set out in Appendix 2 to these Articles of Association
14. lays down and amends the Organisational Chart on the recommendation of the Vice Chancellor
15. on the recommendation of the Vice Chancellor determines the election rules applicable to the election of VIP members, TAP members and students to the applicable collegiate bodies
16. prepares amendments to the IT University's Articles of Association which must be approved by the Minister for ~~Research, Innovation and~~ Higher Education and Science
17. prepares the Rules of Procedure for the Board of Directors and amendments hereto

18. on the proposal by the Vice Chancellor enters into development contracts with the Minister for ~~Research, Innovation and~~ Higher Education and Science on the activities of the IT University and
19. enters into – if applicable – an agreement on conducting projects for a minister.

*Sub-section 2* The Board of Directors may pursuant to general rules authorise the Chairman of the Board of Directors to make decisions on behalf of the Board of Directors. Board meetings shall be held as required, but a minimum of three times a year.

*Sub-section 3* The Chairman of the Board of Directors and the other external Board Members shall receive separate remuneration according to the Circular on Separate Remuneration.

## Section 8

Board meetings shall be public. Matters covered by the provisions contained in law for confidentiality in public administration, all personal matters and matters involving information about contract negotiations with private individuals or similar negotiations with public partners shall be dealt with behind closed doors. Matters may also deal with behind closed doors if their nature or other circumstances should warrant it.

*Sub-section 2* The Board's meeting material, including agendas and minutes, shall – subject to applicable law – be made publicly available.

*Sub-section 3* Matters governed by provisions contained in law for confidentiality in public administration may not be made public. A document or item of information that forms part of a matter or case which is subject to confidentiality shall, however, be made public according to sub-section 2 if the document or item of information is not in itself subject to confidentiality.

*Sub-section 4* Personal matters and matters involving information about contract negotiations with private individuals or similar negotiations with public sector partners may be exempted from the requirement that board meeting material be made public if the nature or circumstances of the case should warrant it. A document or an item of information that forms part of a matter covered by point 1, shall, however, be made public according to sub-section 2 unless the publication would contravene the premises that non-publication according to point 1 stipulates.

*Sub-section 5.* Matters, including documents and information about these that are dealt with behind closed doors, cf. sub-section 1, third point, may be exempted from the requirement that board meeting material be made public if the nature or circumstances of the case should make this absolutely necessary.

### The Chairman of the Board of Directors

## Section 9

On the basis of a standing authority from the Board of Directors, the Chairman of the Board may represent the Board of Directors.

*Sub-section 2* The Chairman shall additionally manage property with another Board Member and make decisions on behalf of the Board of Directors with the Board's authorisation, cf. Section 7, sub-section 2.

*Sub-section 3* The Chairman of the Board shall strive to ensure that the discussions of the Board of Directors take place in the presence of all Board Members and that all important decisions are made by the entire Board.

Deputy Chairman**Section 10**

If the Board of Directors decides from among its external members to elect a Deputy Chairman, the Deputy Chairman may take decisions on behalf of the Chairman of the Board with the Chairman's authorisation, cf. however Section 9, sub-section 2.

*Sub-section 2* In the absence of the Chairman, the Deputy Chairman shall additionally handle the Chairman's tasks according to these Articles of Association and the agenda for the Board of Directors and the authorisation and obligations assigned to the Chairman of the Board in these Articles of Association and the agenda, cf. however Section 9, sub-section 2.

The Vice Chancellor**Section 11**

The Vice Chancellor

1. answers to the Board of Directors in all matters
2. has the responsibility for the general management of the IT University within the framework set out by the Board of Directors. This management includes all staff employed at the IT University
3. ensures quality development of the educational and research offering across the IT University
4. recommends the budget to the Board of Directors, including proposals for the distribution of total resources and proposals for the use of such resources, is responsible for submitting accounts and for keeping the Board of Directors continuously informed of financial developments pertaining to the IT University and signs the IT University's annual report
5. manages the IT University's grants and earnings in general according to the budgets and guidelines approved by the Board of Directors as well as current legislation and grant frameworks
6. prepares proposals for the Board of Directors pertaining to the general guidelines for the IT University's research and educational offering and the IT University's long-term activities and development and prepares action plans for the implementation of the research and course strategies approved by the Board of Directors
7. recommends the appointments and dismissals of other members of the Executive Management to the Board of Directors
8. appoints and dismisses the IT University's other staff, including the rest of the Executive Management
9. appoints and dismisses Head of Studies on the recommendation of the Study Boards and approves study programmes as proposed by the Study Boards

10. appoints and dismisses the Heads of the PhD Schools and initiates international assessment of the PhD schools with the involvement of the Heads of the PhD Schools and follows up on evaluations, including international assessments
11. recommends the Organisational Chart and amendments to this for approval by the Board of Directors
12. negotiates and agrees salary and employment terms, cf. Section 29 of the Danish University Act, within the framework approved by the Chairman of the Board
13. appoints Academic Council
14. on the recommendation of the Academic Council approves the composition of assessment committees for scientific positions
15. appoints Study Boards, determines the size of Study Boards, cf. Section 14, sub-section 1, determines whether indirect elections should be held to a Study Boards through the election of other professional collegiate bodies at the IT University, cf. Section 14, sub-section 3, and approves the chairman and deputy chairman of the Study Boards on the recommendation of the Study Boards concerned, cf. Section 14, sub-section 13
16. appoints PhD School Councils, determines the size of PhD School Councils, cf. Section 16, sub-section 1, and appoints the chairman and deputy chairman, if applicable, for PhD School Councils on the recommendation of the PhD School Councils concerned
17. ensures the calling – and is responsible for the legality control – of elections to the IT University's collegiate bodies
18. determines the rules for student disciplinary measures
19. after open discussion with the applicable collegiate bodies, groups and committees at the University prepares proposals for development contracts on the IT University's general activities for submission to the Board of Directors and
20. binds the IT University with the exception of matters of property, cf. Section 9, sub-section 2, and makes decisions in all matters unless such decisions are the remit of the Board of Directors, Academic Council, a Study Board or a PhD School Council.

*Sub-section 2* The Vice Chancellor shall ensure that the IT University at all times complies with current legislation and regulations and shall be under obligation to take any action that may be necessary to ensure good and sound management of the IT University, whether such action is described in these Articles of Association or not.

*Sub-section 3* The Vice Chancellor shall be entitled to authorise the other members of the Executive Management to take decisions on behalf of the Vice-chancellor or to handle a number of the Vice Chancellor's duties.

## **B. Councils, boards and committees**

### Academic Council

#### **Section 12**

The Vice Chancellor shall appoint an Academic Council of which he/she is him/herself a member. The Academic Council consists of the Vice Chancellor and four other members. Two members shall be elected

by and from among the scientific staff at the IT University, including employed PhD students (VIP members), and two members shall be elected by and from among the students at the IT University. The Academic Council shall elect its chairman from among the Council's VIP members and the Vice Chancellor.

*Sub-section 2* The VIP members shall be elected by and from among the scientific staff at the IT University, including employed PhD students, for a period of four years. Re-election may only take place once. Anyone employed at the IT University at the level of teaching assistant and above and has an employment contract for a minimum of one year from the date of the election shall be electable and entitled to vote.

*Sub-section 3* Students shall be elected by and from among the students at the IT University for a period of one year. Re-election may take place no more than three times. Any student registered on a Bachelor's, Master's or Diploma course at the IT University shall be electable and entitled to vote both in the first month in which elections are announced and the date of the election.

*Sub-section 4* The applicable rules for elections at the IT University shall be complied with in elections to the Academic Council.

### Section 13

The Academic Council

1. makes statements to the Vice Chancellor on the internal distribution of grants
2. makes statements to the Vice Chancellor on important strategic research and educational areas and plans for knowledge exchange
3. recommends to the Vice-chancellor the composition of expert committees assessing applicants for research positions
4. confers PhDs and doctorates
5. is able to make statements on all academic matters of importance to the activities of the IT University
6. is under obligation to discuss academic matters presented by the Vice Chancellor
7. at the request of the Board of Directors appoints a member to the recommendation body, cf. [Appendix 1](#), Section 1, sub-section 2.

*Sub-section 2* The Academic Council shall be competent to transact business when the chairman and at least one other member are present. The Academic Council shall take decisions by simple majority. In the event of a parity of votes, the chairman shall have the casting vote.

### Study Board

### Section 14

The Vice Chancellor shall set up the Study Board cover each course/study programme or several educations/study programmes. A study committee may have a maximum of 14 members.

*Sub-section 2* An equal number of members shall be elected to Study Board by and from among the scientific staff (VIP), including employed PhD students, and by and from among the students.



*Sub-section 3* Some of the members may be elected by indirect election to Study Board that cover several courses/ study programme by underlying professional collegiate bodies, which appoint members to the study committee from among themselves, cf. sub-sections 7-9. This provision has been added on dispensation granted by the Minister ~~of Research, Innovation and for~~ Higher Education and Science, cf. Section 36 of the Danish University Act.

*Sub-section 4* The Vice Chancellor – or the person authorised by the Vice Chancellor – may appoint a number of professional collegiate bodies consisting of an equal number of VIPs and students representing one or more courses/study programmes and whose task shall be – in addition to appointing members to the Study Board – to recommend decisions and matters pertaining to courses and study programmes to the Study Board.

*Sub-section 5* VIP members of the Study Board shall be elected by and from among the VIPs teaching on the Study Board courses/ study programmes. VIP members of professional collegiate bodies shall be elected by and from among the VIPs teaching on the professional collegiate body's courses/ study programme. VIPs on study programme and professional collegiate bodies shall be employed at the IT University at the level of teaching assistant and above and have an employment contract for a minimum of one year from the date of the election. The election period for this group shall be four years. Students shall be elected by and from among the students registered for a Bachelor's, Master's or Diploma course in the area governed by the Study Board or professional collegiate body in question both on the first day of the month in which the election is called and the date of the election itself. The election period for this group shall be one year.

*Sub-section 6* To Study Board where some members are appointed by indirect election, cf. sub-section 3, an additional representative for VIPs and a representative for the students shall be elected by direct election.

*Sub-section 7* Indirect election of members to Study Board, cf. sub-section 3, shall take place by each professional collegiate body electing members to the Board, cf. sub-sections 8 and 9.

*Sub-section 8* The VIP members of a professional collegiate body shall elect a VIP from their midst to the Study Board. A VIP may be a member of several professional collegiate bodies, but the same VIP cannot represent two or more professional collegiate bodies on the same Study Board. If two or more professional collegiate bodies should elect the same VIP to a Study Board, the Vice Chancellor, or the person authorised by the Vice Chancellor, shall determine which professional collegiate body the VIP in question should represent on the Study Board. The other professional collegiate body or bodies shall then each elect a new representative from their midst.

*Sub-section 9* The students on a professional collegiate body shall elect a student from their midst to the Study Board.

*Sub-section 10* As regards an outsourced course/study programmes, cf. Section 25, the IT University may enter into an agreement with the institution contributing to the course/line that the institution should be represented by a full member of the professional collegiate body to which the course/study programmes belongs, i.e. a VIP teaching the course/study programmes. Such an agreement may determine that such a member should be appointed and not elected.

*Sub-section 11* The agreement, cf. sub-section 10, which entails that an appointed VIP who is not employed by the IT University should become a member of a collegiate body ~~shall~~must require the approval of the Minister ~~of Research, Innovation and for~~ Higher Education and Science, cf. Section 31 of the Danish University Act. The approval procedure pursuant to sub-section 11 is attached to these Articles of Association as an appendix.

*Sub-section 12* If the IT University enters into an agreement with an institution, cf. sub-section 10, an additional student shall be elected to the applicable professional collegiate body to ensure that the course group comprises an equal number of VIPs and students.

*Sub-section 13* Each Study Board shall elect a chairman from its midst among its VIP member employed at the IT University. The Study Board shall elect a deputy chairman from its midst among its students.

*Sub-section 14* The deputy chairman shall participate in the planning of the work of the Study Board.

*Sub-section 15* The applicable rules for elections at the IT University must be complied with in elections to Study Board and underlying professional collegiate bodies.

## Section 15

### Study Board

1. recommend a Head of Studies to the Vice Chancellor
2. ensure the planning, implementation and development of courses and teaching, including
  - i. quality-assure and quality-develop courses and teaching and ensure monitoring of course and teaching assessments
  - ii. prepare proposals for study programmes and amendments to these for submission to the Vice Chancellor for approval
  - iii. approve a plan for teaching and examinations and other assessments forming part of examinations
  - iv. process applications for merits, including advance merits, and for dispensations and
  - v. make statements within their area in all matters that may be of significance to the courses and teaching and discuss matters pertaining to the courses and teaching that the Vice Chancellor or the person authorised by the Vice Chancellor may submit.

*Sub-section 2* A Study Board shall be competent to transact business when the chairman and at least half the VIP members and at least half the students are present. A Study Board shall take decisions by simple majority. In the event of a parity of votes, the proposal will lapse.

### PhD School Council

## Section 16

The Vice Chancellor shall appoint PhD School Councils. A PhD School Council may have a maximum of eight members and four substitutes.

*Sub-section 2* An equal number of members shall be elected for PhD School Council from and among the scientific staff (VIPs) and the PhD students. VIPs shall be elected by and from among the VIPs employed at the IT University at the level of lecturer and above and have an employment contract for a minimum of one year from the date of the election. Employed PhD students shall not be included in this election group for the purposes of elections to PhD School Council. The election period for this group shall be four years. PhD students shall be elected by and from among the students registered for a PhD course at the IT University and affiliated with the PhD school in question both on the first day of the month in which the election is called and the date of the election itself. The election period for this group shall be one year.

*Sub-section 3* The chairman and deputy chairman of PhD School Councils shall be appointed by the Vice Chancellor on the recommendation of the PhD School Councils recommending the chairman from among

the PhD School Council's VIPs and the deputy chairman from among the PhD School committee's PhD students.

*Sub-section 4* The applicable rules for elections at the IT University must be complied with in elections to the PhD School committees.

## Section 17

### PhD School Council

1. recommends the composition of PhD assessment committees to the Vice Chancellor
2. approves PhD courses
3. prepares proposals for internal guidelines for the PhD school, including PhD supervision, for the Head of the PhD school
4. makes statements on the assessment of the PhD course and supervision to the Head of the PhD school
5. approves applications for merits and dispensation
6. makes statements within its area in all matters that may be of significance to the PhD courses and supervision that the Vice Chancellor or the person authorised by the Vice Chancellor may submit
7. assists the Head of the PhD school in the planning of the PhD school's courses, including international courses of study and
8. assists the Head of the PhD school in the continuous assessment of the school's activities.

*Sub-section 2* A PhD School Council shall be competent to transact business when the chairman and at least half the VIP members and at least half the PhD students are present. The PhD School Council shall take decisions by simple majority. In the event of parity of votes, the chairman shall have the casting vote.

### Other councils and committees

## Section 18

A liaison and security committee shall be set up for the IT University, cf. Circular on Agreement on Partnership and Liaison Committee in Government Companies and Institutions.

## C. Institutes and PhD schools

### Section 19

A number of institutes where teaching and research take place shall be established at the IT University.

### Section 20

A number of PhD schools where the PhD courses take place shall be established at the IT University.

**D. Head of the Department and Head of Study and Head of PhD School**Head of Department**Section 21**

Heads of Department shall be appointed and dismissed by the Vice Chancellor.

*Sub-section 2* The Heads of Department shall handle the general management of the school or department, including planning and distribution of tasks. The Head of Department shall be entitled to instruct employees to complete specific tasks. The scientific staff shall have freedom of research and research freely within the strategic research framework of the University during the time when they are not tasked with other work. The University's strategic research framework shall cover the whole of the University's profile. The scientific staff shall not be tasked with work over a longer period of time to an extent that would deny them their academic freedom.

*Sub-section 3* The Head of Department shall ensure quality and cohesion in the research and teaching of the school or department and shall with the involvement of Study Board and the Head of Study monitor the assessment of courses and teaching.

Head of Study**Section 22**

The Head of Study shall be appointed and dismissed by the Vice Chancellor on recommendation of the Study Board.

*Sub-section 2* It shall be the responsibility of the Head of Studies in partnership with the Study Board to manage the practical planning of the teaching and examinations and other assessments forming part of examinations. The Head of Studies shall approve thesis statements and submission dates for Master's theses as well as a plan for the supervision of the students.

Head of the PhD School**Section 23**

The Head of the PhD School shall be appointed and dismissed by the Vice Chancellor. The Vice Chancellor may after consultation with PhD School Council appoint the chairman of the PhD School Council as the Head of the PhD School.

*Sub-section 2* The Head of the PhD School shall have overall responsibility for the PhD school's courses. The task of the Head of the PhD School shall be with the involvement of the PhD School Council to plan the PhD school's courses, including international courses, and to manage the continuous assessment of the PhD school's activities. The Head of the PhD School shall make recommendations to the Vice Chancellor on the follow-up on these assessments. The Head of the PhD School shall further appoint PhD supervisors according to rules set out by the IT University and approve PhD students as recommended by the VIP representatives on the PhD School Council.

**E. Miscellaneous provisions****Section 24**

Complaints shall be processed according to the University's applicable rules.

## Section 25

The IT University may as part of its efforts to coordinate and consolidate IT courses in the region enter into outsourcing agreements on course partnerships with Copenhagen Business School, the University of Roskilde, the Technical University of Denmark and the University of Copenhagen as well as other educational establishments. Such agreements should be made in writing or in electronic form and include a digital signature and shall ensure the IT University subject-related influence on and assessment of such outsourced courses.

## Section 26

Every semester, the IT University shall complete an overall electronic assessment of the IT University's courses, teaching staff and the IT University as a whole.

## V. Education and research

### Section 27

The IT University shall offer courses at Master, Diploma, Bachelor and PhD level and shorter higher and further education courses and other course activities.

### Section 28

~~It shall be the responsibility of the IT University to appoint one or more advisory 'IT Foresight Panels' consisting of both representatives for course users and researchers with a view to future orientating the IT University's research activities and educational offering.~~

~~Sub-section 2 The main task of the IT Foresight Panels shall be to advise the IT University on its research and provide strategic advice on emerging areas of research, organisation and stimulation of research, comment on the University's partnership with the business community and propose new ways in which to obtain research funding.~~

~~Sub-section 3~~ The IT University shall appoint the necessary number of Employers' Panels that shall be composed of external members who together have experience in and knowledge of the educational side of the IT University and the areas of employment to which the University's courses provide access.

~~Sub-section 4~~ 2 The task of the Employers' Panels shall be to advise the Vice-chancellor and Head of Study on the development of existing and new courses and the development of new teaching and assessment formats. The Employers' Panels may further make statements and submit proposals to the University on all matters pertaining to its courses. The Employers' Panels shall make statements on all matters submitted to them by the University. The Employers' Panels shall thus contribute to ensuring that the IT University's course offering matches the skills requirements of its course users. The Employers' Panels shall further assist the Board of Directors in the appointment of new external members of the Board of Directors, cf. the rules contained in Appendix 1, Section 1, sub-section 2.

## VI. Amendments

### Section 29

The Board of Directors may submit proposals for and adopt amendments to these Articles of Association in accordance with the rules contained in Section 7, sub-section 1, no. 16. Amendments shall be approved by the Minister ~~of Research, Innovation and for~~ Higher Education and Science.

## **VII. Authority to bind**

### **Section 30**

The Vice Chancellor shall have the authority to bind the IT University with the exception of matters of property in which the Chairman of the Board of Directors and one other Board of Directors Member shall jointly have the authority to bind.

## **VIII. Accounts and auditing etc.**

### **Section 31**

The Board of Directors shall be entitled to engage external assistance for the inspection and management of the IT University's budgets and accounts submissions.

*Sub-section 2* The Board of Directors of the IT University shall prepare a separate annual report.

*Sub-section 3* The accounts of the IT University shall be prepared and audited according to Section 28 of the Danish University Act.

## **IX. Commencement**

### **Section 32**

These Articles of Association shall enter into force when they have been approved by the Minister for ~~Science, Innovation and~~ Higher Education and Science.

## **X. Appendices**

### **Section 33**

Appendix 1: Procedures for the appointment of external members to the Board of Directors of the IT University.

Appendix 2: Appointment and dismissal procedures for the Vice Chancellor, Pro-rector, University Director and Heads of Department and appointment and dismissal procedures for Heads of Study and the Heads of the PhD Schools.

Appendices pertaining to outsourced courses:

Appendix pertaining to the EBUSS line (approval granted in accordance with previous Articles of Association).

Adopted by the Board of Directors, ~~June~~April 2014, 2012~~1~~6

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Jørgen Lindegaard  
Chairman of the Board

Approved by the Minister ~~of Research, Innovation and for~~ Higher Education and Science, June 20, 201216

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~~Morten Østergaard~~ Ulla Tørnæs

## **Appendix 1 to the Articles of Association of the IT University**

### **Procedure for the appointment of external members to the Board of Directors of the IT University**

This document contains a description of the procedures for the appointment of external members of the Board of Directors, including requirements for the profiles, qualifications and independence of the external members of the Board of Directors.

#### **Section 1 Appointment procedure**

The external members of the Board of Directors shall be appointed for a period of four years.

*Sub-section 2* Efforts shall be made by the current Board of Directors at least three months before an external member retires from the Board of Directors to appoint a recommendation body composed of the Chairman of the Board, one of the other Board of Directors Members, a member appointed by the Executive-level Employers' Panel and a member appointed by the Academic Council.

*Sub-section 3* The recommendation body shall advertise for proposals for candidates for the Board of Directors and ensure that the recommended candidates meet current qualification requirements, cf. the Danish University Act. The recommendation body shall prepare a list for the appointment body with a minimum of two candidates over and above the required number of external Members Board of Directors that are to be replaced.

*Sub-section 4* The appointment body shall consist of the existing Board of Directors.

*Sub-section 5* The appointment body shall appoint the external members to the Board of Directors on the basis of the recommendation body's submitted list. The appointment body may request a new recommendation if the recommended candidates in the opinion of the appointment body do not meet the requirements for the composition of the Board of Directors or current quality and independence requirements, cf. Sections 2 and 3 of this Appendix.

*Sub-section 6* If one or more of the current external members of the Board of Directors, including the Chairman, retire from the Board of Directors before the end of the term of four years for which they have

been appointed, the Board of Directors shall appoint a new external member for a four-year period according to the procedure described in sub-sections 2-5.

*Sub-section 7* If the retiring member is the Chairman of the Board of Directors, the Board of Directors shall after the appointment of a new external member elect a new Chairman from among the external members for a period equivalent to that member's appointment period.

## **Section 2    Qualifications**

The external members shall be appointed in their personal capacity.

*Sub-section 2* The external Members of the Board of Directors shall jointly have experience in and knowledge of management, organisation and finance, including the assessment of budgets and accounts, cf. Section 12, sub-section 3 of the Danish University Act. The external Members of the Board of Directors shall include representatives with experience of research and educational institutions, preferably including international research and educational experience.

*Sub-section 3* The external members shall be recruited from different sectors, e.g. other research establishments, cultural life, public sector businesses, private sector businesses etc. to ensure that the IT University's Board of Directors reflects the overall profile and responsibilities of the University.

## **Section 3    Independence**

External members shall be independent. This means that external members shall not

- have a mandate from another organisation, government authority or business
- have a significant financial or equivalent interest in the IT University
- have held a leading management position at the IT University within the past ten years
- work as a professional advisor or carry out similar tasks for the IT University
- have a significant financial interest in a company acting as professional advisor or similar to the IT University
- be registered as a student at the IT University or
- be employed by the IT University.



## Appendix 2 to the Articles of Association of the IT University

### 1. Recruitment of the Vice Chancellor

The Board of Directors shall appoint the Vice Chancellor, cf. Section 10, sub-section 7 of the Danish University Act and Section 7, sub-section 1, no. 11 of these Articles of Association.

#### Qualification requirements

The Vice Chancellor shall be a recognised researcher, ~~ef-as this concept is defined in the~~ Danish Act on the Research Advice etc., in one of the University's subject areas and have knowledge of the educational sector. The Vice Chancellor shall further have experience in the management and organisation of research environments and have knowledge of the activities of a university and its interaction with the surrounding society, cf. Section 14, sub-section 2 of the Danish University Act.

The Board of Directors may specify additional qualification requirements.

#### Job advertisement

The Personnel Section shall prepare a job advertisement and a job description, if applicable, which shall be approved by the Board of Directors.

The Board of Directors shall determine where the position should be advertised, i.e. in which trade magazines/newspapers, and the length of the application deadline which shall in any event be a minimum of 14 days from the placement of the advertisement.

The job advertisement shall be placed according to current rules applicable to public sector job advertisements.

The contact for the job advertisement shall be the Chairman of the Board.

#### Appointment procedures

The appointment procedures shall ensure that the Vice Chancellor has the professional and managerial legitimacy required.

Applications shall be addressed to the Chairman of the Board who determines which applicants should be invited for interview. The Chairman of the Board shall organise interviews with relevant applicants and on this basis arrive at reasoned written appointment recommendations for submission to the Board of Directors. The Board of Directors may decide to engage external recruitment experts and testing procedures, if required.

In the assessment of whether an applicant meets the requirements contained in the Danish University Act that the Vice Chancellor must be a recognised researcher, ~~ef-as this concept is defined in~~ the Danish Act on Research Advice etc., in one of the University's subject areas, the applicant shall for a number of years both at research level actively have been engaged in research at the level of reader or senior researcher and have been assessed as being qualified by a professional committee in conjunction with an application for a lectureship at a university, a senior research position at a research institution or a position at an equivalent level at a research institution outside Denmark. If a potential candidate is not in possession of such professional assessment, the Board of Directors shall appoint a committee in the form of an assessment committee to assess whether the candidate's scientific activity and research qualifies the applicant as a recognised researcher. If the Board of Directors possesses the same skills as those of an assessment committee, the Board of Directors may, however, carry out the assessment itself.

### Employment terms

The position shall be on a fixed-term basis for a period of up to six years.

The fixed-term contract may be extended without re-advertisement of the position in accordance with government regulations.

Re-appointment after re-advertisement may take place maximum twice, or more if re-appointment is justified for objective reasons.

The appointment of the Vice Chancellor may include negotiation of a return to the IT University as a research associate.

## **2. Dismissal of the Vice Chancellor**

The Board of Directors shall dismiss the Vice Chancellor, cf. Section 10, sub-section 7 of the Danish University Act and Section 7, sub-section 1, no. 11 of these Articles of Association.

If the Board of Directors decides to commence dismissal procedures against the Vice Chancellor, these shall be applied according to Section 29 of the Danish University Act.

## **3. Recruitment of the Pro-rector**

The Board of Directors shall appoint the Pro-rector on the basis of the Vice Chancellor's recommendation, cf. Section 10, sub-section 7 of the Danish University Act and Section 7, sub-section 1, no. 12 of these Articles of Association.

### Qualification requirements

The Pro-rector shall be a recognised researcher, ~~cf.~~ as this concept is defined in the Danish Act on Research Advice etc., in one of the University's subject areas and have knowledge of the educational sector. The Pro-rector shall further have experience in the management and organisation of research environments and have knowledge of the activities of a university and its interaction with the surrounding society, cf. Section 14, sub-section 2 of the Danish University Act.

### Job advertisement

The Personnel Section shall prepare a job advertisement and a job description, if applicable, which shall be approved by the Board of Directors.

The Vice Chancellor shall determine where the position should be advertised, i.e. in which trade magazines/newspapers, and the length of the application deadline which shall in any event be a minimum of 14 days from the placement of the advertisement.

The job advertisement shall be placed according to current rules applicable to public sector job advertisements.

The contact for the job advertisement shall be the Vice Chancellor.

### Appointment procedure

The hiring committee shall comprise the Chairman of the Board and the Vice Chancellor. The hiring committee may decide to engage external recruitment experts and testing procedures, if required. The

hiring committee shall organise interviews with relevant applicants and on this basis provide the Vice Chancellor with reasoned written appointment recommendations for submission to the Board of Directors.

In the assessment of whether an applicant meets the requirements contained in the Danish University Act that the Provost – as the Vice Chancellor's deputy – must be a recognised researcher, ef-as this concept is defined in the Danish Act on Research Advice etc., in one of the University's subject areas, the applicant shall for a number of years actively have been engaged in research at the level of associate professor or senior researcher level and have been assessed as being qualified by an assessment committee in conjunction with an application for an associate professorship at a university, a senior research position at a research institution or a position at an equivalent level at a research institution outside Denmark. If a potential candidate is not in possession of such professional assessment, the Board of Directors shall appoint a committee in the form of an assessment committee to assess whether the candidate's scientific activity and research qualifies the applicant as a recognised researcher. If the Board of Directors possesses the same skills as those of an assessment committee, the Board of Directors may carry out the assessment itself.

#### Employment terms

The position shall be on a fixed-term basis for a period of up to six years.

The fixed-term contract may be extended without re-advertisement of the position in accordance with government regulations.

Re-appointment after re-advertisement may take place maximum twice, or more if re-appointment is justified for objective reasons.

The appointment of the Pro-rector may include negotiation of a return to the IT University as a research associate.

#### **4. Dismissal of the Pro-rector**

The Board of Directors shall dismiss the Pro-rector on the basis of the Vice Chancellor's recommendation, cf. Section 10, sub-section 7 of the Danish University Act and Section 7, sub-section 1, no. 12 of these Articles of Association.

If the Board of Directors decides to commence dismissal procedures against the Pro-rector, these shall be applied according to Section 29 of the Danish University Act.

#### **5. Recruitment of the University Director**

The Board of Directors shall appoint the University Director on the basis of the Vice Chancellor's recommendation, cf. Section 10, sub-section 7 of the Danish University Act and Section 7, sub-section 1, no. 12 of these Articles of Association.

#### Qualification requirements

The Board of Directors may on the recommendation of the Vice Chancellor specify further qualification requirements.

#### Job advertisement

The Personnel Section shall prepare a job advertisement and a job description, if applicable, which shall be approved by the Board of Directors.

The Vice Chancellor shall determine where the Position should be advertised, i.e. in which trade magazines/newspapers, and the length of the application deadline which shall in any event be a minimum of 14 days from the placement of the advertisement.

The job advertisement shall be placed according to current rules applicable to public sector job advertisements.

The contact for the job advertisement shall be the Vice chancellor.

#### Appointment procedure

The hiring committee shall comprise the Chairman of the Board and the Vice Chancellor. The hiring committee may decide to engage external recruitment experts and testing procedures, if required. The hiring committee shall organise interviews with relevant applicants and on this basis provide the Vice Chancellor with reasoned written appointment recommendations for submission to the Board of Directors.

#### Employment terms

The position shall be on a fixed-term basis for a period of up to six years.

The fixed-term contract may be extended without re-advertisement of the position in accordance with government regulations.

Re-appointment after re-advertisement may take place maximum twice, or more if re-appointment is justified for objective reasons.

The appointment of the University Director may include negotiation of a return position at the IT University.

### **6. Dismissal of the University Director**

The Board of Directors shall dismiss the University Director on the basis of the Vice Chancellor's recommendation, cf. Section 10, sub-section 7 of the Danish University Act and Section 7, sub-section 1, no. 12 of these Articles of Association.

If the Board of Directors decides to commence dismissal procedures against the University Director, these shall be applied according to Section 29 of the Danish University Act.

### **7. Recruitment of Heads of Department**

The Vice Chancellor shall appoint the Heads of Department, cf. Section 14, sub-section 4 of the Danish University Act and Section 11, sub-section 1, no. 8 of these Articles of Association.

#### Qualification requirements

The Heads of Department shall be recognised researchers, ~~ef-as this concept is defined in~~ the Danish Act on Research Advice etc., and shall have experience in education to an appropriate degree, cf. Section 14, sub-section 4, point 2, ~~second full stop~~, of the Danish University Act.

The Vice Chancellor may specify additional qualification requirements.

#### Job advertisement

The Personnel Section shall prepare job advertisements and job descriptions, if applicable, which shall be approved by the Vice Chancellor.

The Vice Chancellor shall determine where the position should be advertised, i.e. in which trade magazines/newspapers, and the length of the application deadline which shall in any event be a minimum of 14 days from the placement of the advertisement.

The job advertisements shall be placed according to current rules applicable to public sector job advertisements.

The contact for the job advertisement shall be the Vice Chancellor.

#### Appointment procedures

The appointment procedures shall ensure that the Heads of Department have the professional and managerial legitimacy required.

The hiring committee shall comprise the Vice Chancellor and a further two persons appointed by the Vice Chancellor. The appointment committee may decide to engage external recruitment experts and testing procedures, if required. The hiring committee shall organise interviews with appropriate applicants and on this basis the Vice Chancellor shall determine whether to appoint the applicants to the position of Head of Department.

In the assessment of, whether an applicant meets the requirements contained in the Danish University Act that Heads of Department must be recognised researchers, the applicant shall for a number of years actively have been engaged in research at a scientific level at a minimum level of associate professor or senior researcher level at a research institution outside Denmark. If a potential candidate is not in possession of such a scientific assessment, the Vice Chancellor shall appoint a committee in the form of an assessment committee to assess whether the candidate's scientific activity and research qualifies the applicant as a recognised researcher.

#### Employment terms

The position shall be on a fixed-term basis for a period of up to six years.

The fixed-term contract may be extended without re-advertisement of the position in accordance with government regulations.

Re-appointment after re-advertisement may take place maximum twice, or more if re-appointment is justified for objective reasons.

The appointment of a Head of Department may include negotiation of a return to the IT University as research associate.

### **8. Dismissal of the Head of Department**

The Vice Chancellor shall dismiss Heads of Department, cf. Section 14, sub-section 4 of the Danish University Act and Section 11, sub-section 1, no. 8 of these Articles of Association.

If the Vice Chancellor decides to commence dismissal procedures against a Head of Department, these shall be applied according to Section 29 of the Danish University Act.

### **9. Appointment of the Head of Studies**

The Vice Chancellor shall appoint the Head of Studies on the recommendation of the Study Board, cf. Section 11, sub-section 1, no. 9 of these Articles of Association.

#### Qualification requirements

The appointment shall ensure that the Head of Studies has the professional legitimacy required.

The Head of Studies shall be a research employee.

The Vice Chancellor may specify additional qualification requirements for position of Head of Studies.

### **10. Dismissal of the Head of Studies**

The Vice Chancellor shall dismiss the Head of Studies on the recommendation of the Study Board, cf. Section 11, sub-section 1, no. 9 of these Articles of Association.

### **11. Appointment of the Heads of the PhD Schools**

The Vice Chancellor shall appoint the Heads of the PhD Schools, cf. Section 14, sub-section 5 of the Danish University Act and Section 11, sub-section 1, no. 10 of these Articles of Association.

#### Qualification requirements

The appointment procedure shall ensure that the Heads of the PhD Schools have the professional and managerial legitimacy required.

A Head of the PhD School shall be a recognised researcher, ~~cf. as this concept is defined in~~ the Danish Act on Research Advice etc., and shall have experience in education, cf. Section 14, sub-section 5, second full stop, of the Danish University Act.

In the assessment of whether an appointed Head of the PhD School meets the requirements contained in the Danish University Act that PhD Directors must be recognised researchers, the Head of the PhD School shall for a number of years actively have been engaged in research at a scientific level and at a minimum at the level at a minimum level of associate professor or senior researcher level at a research institution outside Denmark. If a potential candidate is not in possession of such scientific assessment, the Vice Chancellor shall appoint a committee in the form of an assessment committee to assess whether the candidate's scientific activity and research qualifies the applicant as a recognised researcher.

### **12. Dismissal of Heads of the PhD Schools**

The Vice Chancellor shall dismiss a Head of the PhD School, cf. Section 11, sub-section 1, no. 10 of these Articles of Association.