For the Members of the Board

Executive Management
Direct phone: +45 7218 5072
E-mail: gigr@itu.dk
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September 7, 2016

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, September 15, 2016, at 14:00 – 17:00, in Room 3A20/28, **IT University of Copenhagen, Rued Langgaards Vej 7, 2300 Copenhagen S**

Public items:

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

2. Follow-up on result goals and strategy goals (briefing)
   Enclosure 1: Follow-up on Development Contract Targets for 2016 (as of June 30, 2016)
   Enclosure 2: Follow-up on the Strategic Targets for 2016 (as of June 30, 2016)

3. Half-year Accounts and Prediction for the Result of 2016 (briefing)
   Enclosure 3: Accounts of IT University of Copenhagen as per June 30, 2016

Confidential items:

4.

Public items:

5. Strategy 2017 - 2021 (decision)
   Enclosure 5: Revised draft IT University of Copenhagen Strategy 2017 - 2021
6. Framework Budget 2017 – 2019 (decision)
   Enclosure 6: Framework Budget 2017 – 2019

7. Institutional Accreditation - status (briefing)

8. Rules of Procedure Review (decision)
   Enclosure 7a: Forretningsorden (in Danish)
   Enclosure 7b: Rules of Procedure (in English)

9. The Board's Selv-evaluation 2016 (decision)
   Enclosure 8: ITU Board Self-evaluation Questionnaire

10. Questions regarding mail delivered briefings (briefing)

11. Any Other Business

The Vice Chancellor´s comments on the agenda

Public items:

Item 1: Approval of the minutes from the previous meeting (decision)
No comments to the minutes from the meeting on April 14, 2016 have been received.

Recommendation:
The Executive Management recommend that the minutes be approved.

Item 2: Follow-up on result goals and strategic goals (briefing)
Enclosure 1: Follow-up on Development Contract Targets for 2016 (as of June 30, 2016)
Enclosure 2: Follow-up on the Strategic Targets for 2016 (as of June 30, 2016)

Item 3: Half-year Accounts and Prediction for the Result of 2016 (briefing)
Enclosure 3: Accounts of IT University of Copenhagen as per June 30, 2016

Confidential items:

Item 4:

Public items:

Item 5: Strategy 2017 – 2021 (decision)
Enclosure 5: Revised Draft IT University of Copenhagen Strategy 2017 – 2021

The current version of the strategy document is a revision of the version discussed at the strategy seminar, taking into account the discussions at the seminar and the feedback obtained through a hearing process with employees and students and, finally, a hearing of Academic Council.

In parallel with the hearing processes and the revision of the strategy document, six working groups have been drafting action plans for key areas of the strategy. The working groups and their main recommendations are:

Working group 1: Gender Issues Proposed actions: Still being discussed, but, as for attracting more female students, probably largely in line with the Valeria Borsotti's presentation at the strategy seminar:
- Spark interest with hands-on experience
- Fathers and brothers are influential
- Change perceptions (stereotypes)
- Build professional identity
- More girls bring more girls

Working group 2: Relationship Management. Actions proposed:
- Stakeholder mapping
- Strategy for approaching private Danish funds
- Make an alumni strategy
- Revision of the project portal

Working group 3: Bringing together students, faculty and administrative staff on exciting projects that –if all goes well –would lead to profound knowledge and ground-breaking information technology and services. Actions proposed
- Fast Lane for Promising (Research) Ideas (10 faculty per year)
- Shared, university-wide thesis market
- ITU's annual day of research

Working group 4: Development of Education. Actions proposed:
- Continue work on gender balance within the student population
- Development of world-class teachers
- Develop attractive and supporting physical learning spaces
- Use digital learning tools intelligently in all study programmes
- Start BSc programme in Data Science
- Redesign and evaluation of Master programmes
- Restructuring the MSc programmes, possibly leading to a new MSc programme in Computer Science

Working group 5: Evaluation Policy for Research. Proposed actions:
- Develop an Evaluation Policy for Research inspired by the Quality Policy for education at ITU to clarify expectations concerning research at ITU

Working group 6: Funding. Proposed actions:
- Influence allocation of funds for ITU through dialogue with our Ministry and with politicians.

Working group 7: Building. Proposed actions:
- Carry out analysis to answer the question: will ITU need to start a building project on the adjacent plot of land before 2021? (This is relevant to the implementation of the strategy, which involves an increase in the number of students and employees.)

Executive Management is currently considering all the proposed actions with the aim of planning a pipeline of activities suitable to the time and funding available for the strategy period.

Recommendation
Executive Management recommends that the strategy be approved in its current form.

Item 6: Framework Budget 2017 – 2019 (decision)
Enclosure 6: Framework Budget 2017 – 2019

Recommendation:
See enclosure 6.

Item 7: Institutional Accreditation – status (briefing)

Item 8: Rules of Procedure Review (decision)
Enclosure 7a: Forretningsorden (in Danish)
Enclosure 7b: Rules of Procedure (in English)

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

Recommendation:
The Executive Management recommends that the Rules of Procedure, decided on and approved on September 19, 2014, are used unchanged.

Item 9: The Board's Self-evaluation 2016 (decision)
Enclosure 8: ITU Board Self-evaluation Questionnaire

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

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

1) *Each member of the Board receives a questionnaire in the end of September 2016. The questionnaire is filled in and returned by e-mail to the Chairman of the Board, e-mail: jli@newmail.dk (with cc to gigr@itu.dk)* **on Friday, October 7, 2016, at the latest**.

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

3) *As an item on the agenda at the board meeting on November 24, 2016, the Chairman of the Board will present his observations from the talks with the Board Members and lead a discussion of any identified problems. The item will be confidential and can take place without the presence of the Executive Management.*

Item 10: Questions regarding mail-delivered briefings (briefing)
- E-mail 2016-07-06: Record in Number of ITU Software Development Bachelor Programme Applicants
- E-mail 2016-07-04: Information on Signed Documents
- E-mail 2016-06-07: ITU Follow-up on Finances, Development Contract Tasks and Strategic Targets after Q1 2016

Item 11: Any Other Business

Yours sincerely,

Gitte Gramstrup
Assistant to the Executive Management

Enclosure 1

Follow-up on Development Contract Targets for 2016

The report stated in the chart below represents the results after the second quarter 2016.

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.

⚪ The time and activity schedule of the target has not yet launched, or data is not yet available.

Target	Description	Comments	Status
T1	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 Spring 2016 course evaluation score is 4.70. The target can still be achieved if the Autumn 2016 course evaluation score is 4.80 or higher.	🟡
T2	The IT University 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 months in 2017 compared to 2011.	The average excess of study time is calculated to be 12.6 months in 2016 for the BSc and MSc graduates combined. That is an increase of one month compared to 2011. The target will not be achieved in 2016.	🔴

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Target	Description	Comments	Status
T3	The unemployment rates of graduates graduating from the IT University 4-7 quarters earlier 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 unemployment rate of graduates graduating from the IT University 4-7 quarters earlier is 14 per cent in 2016. The target will not be achieved in 2016. For 2017 however, the current unemployment rates of graduates graduating from the IT University 4-5 quarters earlier look promising and indicate that the target may be achieved.	🔴
T4	The number of IT University 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.	It´s too early to measure this target. There will be a follow-up after fourth quarter 2016.	⚪
T5	The number of admitted MSc students, who qualified at a Danish educational institution other than the IT University must be at least 230. This applies to every year of the contract period.	41 students, who qualified at a Danish educational institution other than the IT University, have been admitted in Spring 2016. Further 240 students qualifying at a Danish educational institution other than the IT University are estimated to be admitted in Autumn 2016. The target is therefore expected to be achieved in 2016.	🟢

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Target	Description	Comments	Status
T6	During 2015, the IT University will formulate a strategy of how the university consciously exploits the many different educational backgrounds from the MSc students. By the end of 2017, at the latest, the IT University will have formulated and carried out the actions, processes and procedures for the plans to implement the strategy.	The strategy for how the IT University consciously exploits the many different educational backgrounds from the MSc students was formulated in 2015. The work is progressing as planned. There have been meetings and workshops with all Heads of Study Programmes. The action plans should be processed by the Board of Studies by the end of 2016.	🟢
T7	The profile of global competences and related activities of the BSc 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.	It´s too early to measure this target. There will be a follow-up after fourth quarter 2016.	⚪
T8	At the end of 2016 there are Programme-specific Employers´ Panels Reports from each of the Programme-specific Employers Panels. At the end of 2017, the Executive-level Employers´ Panel expresses in the annual progress report, that the IT University to a satisfactory extent adjust its portfolio of study programmes to the customers´ needs.	The work is progressing as planned. There will be a follow-up after third quarter 2016.	🟢

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Target	Description	Comments	Status
T9	The total usage of external funding divided by the number of senior-faculty FTE must be at least 650,000 DKK in 2015, 800,000 DKK in 2016 and 1,000,000 DKK in 2017.	The target is to spend 800.000 DKK per senior-faculty FTE of which there are almost 55. The total spending after the second quarter is almost 10.7 MDKK corresponding to 195,125 DKK per senior-faculty FTE. The degree of fulfillment of the target after the second quarter is 49 per cent. Hence, it is unlikely that the target will be achieved.	🔴
T10	The number of PhD students admitted during the year should be at least 14 in 2015, 18 in 2016 and 22 in 2017.	Nine PhD students have been admitted (six students fully paid by the IT University and three externally funded PhD students). There is the capacity to admit up to 22 students in 2016 so the likelihood that 18 students will be admitted is high.	🟡
T11	The number of people admitted as PhD students at the IT University in the year in question, without receiving an ordinary PhD scholarship, will be at least two in 2015, three in 2016 and four in 2017.	No PhD students have been admitted so far without receiving an ordinary PhD scholarship. There is the capacity in 2016 to admit up to five PhD students not getting paid a salary, so the likelihood that at least three students will be admitted is high.	🟡
T12	The number of bibliometric points divided by the number of faculty FTE reported to the Universities Denmark Statistics will be at least 1.85 in 2015, 1.96 in 2016 and 2.08 in 2017.	It´s too early to measure this target since the result will not be known until 2017.	⚪

Follow-up on the Strategic Targets for 2016

The report stated in the chart below represents the results after the second quarter 2016.

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
T13	The IT University admits at least 140 students on the Study Programme Bachelor in Software Development in 2016. Quota 1 applicant´s grade points are at least 7.0.	The estimate is that approximately 145 students are admitted in Autumn 2016. The estimate is based on 431 applicants of whom the IT University has offered admission to 157. Quota 1 applicants offered admission have grade points from 7.3 and above.	🟢
T14	The IT University should become better at nourishing promising talents and will increase support in 2016 to talented junior faculty who are working towards becoming top researchers in their field.	A plan with the relevant Heads of Section has been agreed where four young talented researchers are considered for support. Resources for 2016 have been granted.	🟢

Target	Description	Comments	Status
T15	The IT University admits at least 155 students on its Master´s Programmes in 2016.	24 students of Master´s Programmes have been admitted in Spring 2016. It is estimated, that less than 50 students of Master´s Programmes will be admitted in Autumn 2016. Efforts have been made to strengthen the marketing of the Master´s Programmes, but the target will not be achieved in 2016.	🔴
T16	By the end of 2016, work processes, rules, IT systems and marketing of part-time teaching (especially those relating to single subject courses) have been relieved of constraints currently imposed by full-time study programmes, with the aim of restoring the number of single subject students to previous levels in 2017.	Heads of Study Programmes, Head of Studies, Education Group and Employers Panels have been involved in the work. Workshops are being held in September 2016 with participation of Rambøll. It is the plan, that a strategy will be proposed to the Executive Management and the Board of Directors in November. The work is progressing slowly and currently it is uncertain whether these restructurings will be implemented in due time to be effectful in 2017.	🟡

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Enclosure 3

Accounts of the IT University of Copenhagen, as per June 30, 2016

This report presents the second quarter actual accounts and the revised forecast of August 2016 including a cash flow forecast and revised assumptions and uncertainties.

Table 1 shows the development in income, costs and equity over a three year period.

Table 1: Overview of income, costs and equity

Financial items	Actual 2014 DKK 1,000	Actual 2015 DKK 1,000	Budget 2016 DKK 1,000	FCST April DKK 1,000	Adjustment DKK 1,000	FCST August DKK 1,000
Income	259,866	281,452	261,023	260,874	2,520	263,394
Ordinary operations costs	-262,031	-262,707	-271,937	-270,007	4,808	-265,199
Profit from ordinary operations	**-2,165**	**18,745**	**-10,914**	**-9,133**	**7,328**	**-1,805**
Financial income and costs	2,263	1,809	1,395	1,395	-0	1,395
Profit, end-year	**98**	**20,554**	**-9,519**	**-7,738**	**7,328**	**-410**
Equity, end-year	**48,561**	**69,115**	**59,596**	**61,377**	**7,328**	**68,705**

Management expects the end-year result to improve from DKK -7.7 M to DKK -0.4 M compared to forecast April. Mainly, this is due to:

In 2016, Management has allocated DKK 4.3 M from the strategic management pools to activities in various departments. Especially the expected faculty turnover is realized at much lesser expense, and all major strategic activities in the second half of 2016 is planned at this point. Thus, Management has downsized the strategic pools by DKK 4.5 M.

Furthermore, the forecast downsizes the Department personnel cost by DKK 2.3 M primarily due to vacant senior positions and the head of Department's transition to Provost.

Finally, Government grants and other income are expected to increase slightly by DKK 1.0 M.

Table 2 breaks down income and costs into budget items, which are elaborated in the following sections.

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Table 2: Break down of income and costs

Budget items	Budget Q2 DKK 1,000	Actual Q2 DKK 1,000	Diff Q2 DKK 1,000	FCST April DKK 1,000	Adjustment DKK 1,000	FCST August DKK 1,000
Government Grants	112,200	112,519	318	224,401	636	225,037
Tuition Fees	4,585	4,607	22	9,170	43	9,213
External Research Funding	11,182	10,675	-507	22,364	1,440	23,804
Facilities Subleasing	1,100	1,144	44	2,200	-0	2,200
Other Income	1,370	1,987	618	2,739	400	3,139
Total income	**130,437**	**130,932**	**495**	**260,874**	**2,520**	**263,394**
Executive Management	1,895	1,958	63	3,790	0	3,790
Communication Department	2,970	3,192	222	5,939	311	6,250
Department of Finance and Personnel	7,822	8,007	185	15,643	0	15,643
- Provisions for holidays, overtime etc.	1,448	1,169	-280	2,897	-888	2,009
IT Department	4,900	4,844	-56	9,800	0	9,800
Facilities Management	2,841	2,684	-156	5,681	0	5,681
Student Affairs and Programmes	7,474	7,951	477	14,948	500	15,448
The Department	48,551	44,183	-4,368	97,101	-1,910	95,191
- Library	139	139	1	277	0	277
- Externally Funded Research	6,848	6,558	-291	13,697	959	14,656
Total Personnel costs	**84,886**	**80,684**	**-4,202**	**169,773**	**-1,028**	**168,745**
Executive Management	819	574	-245	1,638	348	1,986
- Management pools	4,165	0	-4,165	8,330	-7,195	1,135
Communication Department	2,060	2,179	119	4,120	-3	4,117
Department of Finance and Personnel	3,687	3,586	-101	7,373	1,504	8,877
- Rent, taxes and other provisions	19,504	18,960	-544	39,008	130	39,138
IT Department	2,560	2,690	130	5,120	0	5,120
Facilities Management	8,572	6,654	-1,918	17,144	0	17,144
Student Affairs and Programmes	1,656	1,915	259	3,311	640	3,951
- E-Business programme	412	412	0	824	0	824
The Department	3,992	3,487	-505	7,984	506	8,490
- Library	1,057	922	-135	2,114	0	2,114
- Externally Funded Research	1,634	1,516	-119	3,268	289	3,557
Total Other Operating Costs	**50,117**	**42,895**	**-7,222**	**100,234**	**-3,781**	**96,454**
Total Ordinary Operating Costs	**135,003**	**123,579**	**-11,424**	**270,007**	**-4,808**	**265,199**
Profit from Ordinary Operations	**-4,566**	**7,353**	**11,920**	**-9,133**	**7,328**	**-1,805**
Financial Income and Costs	698	621	-77	1,395	-0	1,395
Profit	**-3,869**	**7,974**	**11,843**	**-7,738**	**7,328**	**-410**

Second quarter actual accounts

In Table 2, we show actual income is slightly above the budget by DKK 0.5 M. Mainly, this is due to conference fees and increased profits from the ITU job bank.

Personnel costs are below the budget by DKK 4.2 M. Most importantly, the Department had vacant positions during the first half of the year, which remains unoccupied this year. Furthermore, Communications and Students Affairs and Programmes have hired temporary staff replacements. Finally, personnel costs for research projects are slightly below budget and are expected to catch up in the second half of the year.

Other operating costs are below the budget by DKK 7.2 M. Firstly, this is due to the transfer of DKK 4.2 M from the management pools to both personnel cost and other operating items in the departments. Secondly, Facilities Management will catch up their lesser spending of DKK 1.9 M as most maintenance work is planned for the second half of the year. Thirdly, during the first half of the year, ITU had no need to draw on provisions for project losses and such, resulting in a lesser spending of DKK 0.5 M. Finally, the Department is expected to catch up on the lesser spending of DKK 0.5 M, for example research stays abroad usually take place later in the year.

Financial income meets expectations for the first half year, though capital gain on investments has fluctuated significantly during the first half year.

Forecast 2016 August

In table 2, we show the forecast adjustments to budget items, and we elaborate budget items below.

Break down of income

Government Grants and Tuition Fees

Government grants and tuition fees are expected to increase by DKK 0.6 M. As we show in table 3, student activity increases by DKK 3.7 M. However, this is mainly considered to be a short term effect of the Student Progress Reform, not expected to be repeated in upcoming years (and leaving strategic targets for education out of account).

Furthermore, this is countered by an updated inflation rate reducing government grants in general, which was announced in June, and results in a government grant reduction of DKK 1.0 M.

Table 3: Student activity forecast

Student Activity	Forecast April		Adjustment August		Forecast August	
	units	DKK 1,000	units	DKK 1,000	units	DKK 1,000
Students, BSc (FTE)	500	46,550	-9	-864	491	45,686
Students, MSc (FTE)	792	73,735	23	2,178	815	75,913
Guest students (FTE)	27	2,514	0	34	27	2,547
Students, part time education	99	12,202	1	80	101	12,282
Completion, BSc + MSc	271	8,645	50	1,465	321	10,109
Other student activity		2,357		788		3,145
Total income from education		146,003		3,679		149,682

External Research Funding

The most recent portfolio forecast shows a small increase of DKK 1.4 M in external research funding, though still well below the official target for ITU as stated in the development contract. On the positive side, ITU has been awarded new research projects during 2016, which start up late 2016 or early 2017. The most significant new research projects in the making are:

- *MSG Making Sense of Games* for Espen Aarseth with a grant of DKK 15.0 M
- *Virt-EU* for Irina Shklovski with a grant of DKK 3.5 M
- *Gift* for Anders Løvliewith a grant of DKK 5.7 M
- *Rosin* for Andrzej Wasowski with a grant of DKK 5.2 M

Personnel costs and other operating costs for research projects are increased by DKK 1.0 M and DKK 0.3 M respectively concurrent with the increase in external research funding.

Other Income

Other income is increased by DKK 0.4 M from the ITU job bank and conference fees.

Break down of operating costs

Personnel costs

Management has transferred DKK 1.0 M for strategic management pools to cover cost regarding faculty turnover and to support talent work in the Department. At the same time, we have reduced the Department personnel forecast by DKK 2.9 M due to vacant senior positions and the transition of the head of Department to Provost.

Management has transferred DKK 0.5 M to Student Affairs and Programmes to support the strategic growth in Bsc. The Communication personnel forecast are adjusted upwards by DKK 0.3 M to cover the costs for temporary replacements.

Finally, we have distributed provisions for finalized salary negotiations amongst the departments, and we have cancelled the provisions for flexible job scheme positions, DKK 0.9 M in all.

Other operating costs
Management has transferred funds from the management pools to other departments during the second quarter, mainly DKK 0.5 M to the Department. Furthermore, Management has downsized the strategic pools for 'Follow-up on research performance in the Department' and 'New growth of software research and teaching' by DKK 3.5 M and DKK 1.0 M respectively. All major activities in the second half of 2016 is planned and especially the expected faculty turnover is realized at much lesser expense.

We have adjusted the Executive Management forecast upwards with a contribution of DKK 0.3 M to other activities and increased the Student Affairs and Programmes forecast with DKK 0.6 M regarding scholarships for foreign students.

Finally, we have adjusted the Finance and Personnel forecast upwards due to an increased demand for language courses, and a provision for bonus fees for inventor's at ITU, and an external project manager replacing staff on maternity leave, and finally a transfer from the management pool to the further development of Qlik, which will streamline the continuous follow-up on the Quality Policy, amounting to DKK 1.5 M in all.

## Breakdown of financial income and costs
Expected capital gain is kept at DKK 1.4 M.

Cash flow forecast
The cash flow forecast below shows a positive cash flow throughout the year. The decline from January to December in cash is due to less prepayment of externals funds for research, and invoices regarding 2015, which are paid in 2016.

The cash flow peaks high in June and September due to prepayment of research awards from Government Funds. Furthermore, the cash flow peaks low in April, July and October due to the quarterly payments of rent.

In the third and fourth quarter, the cash flow will drop gradually as strategic actions funded by management pools are carried out.

Figure 1: Cash flow forecast
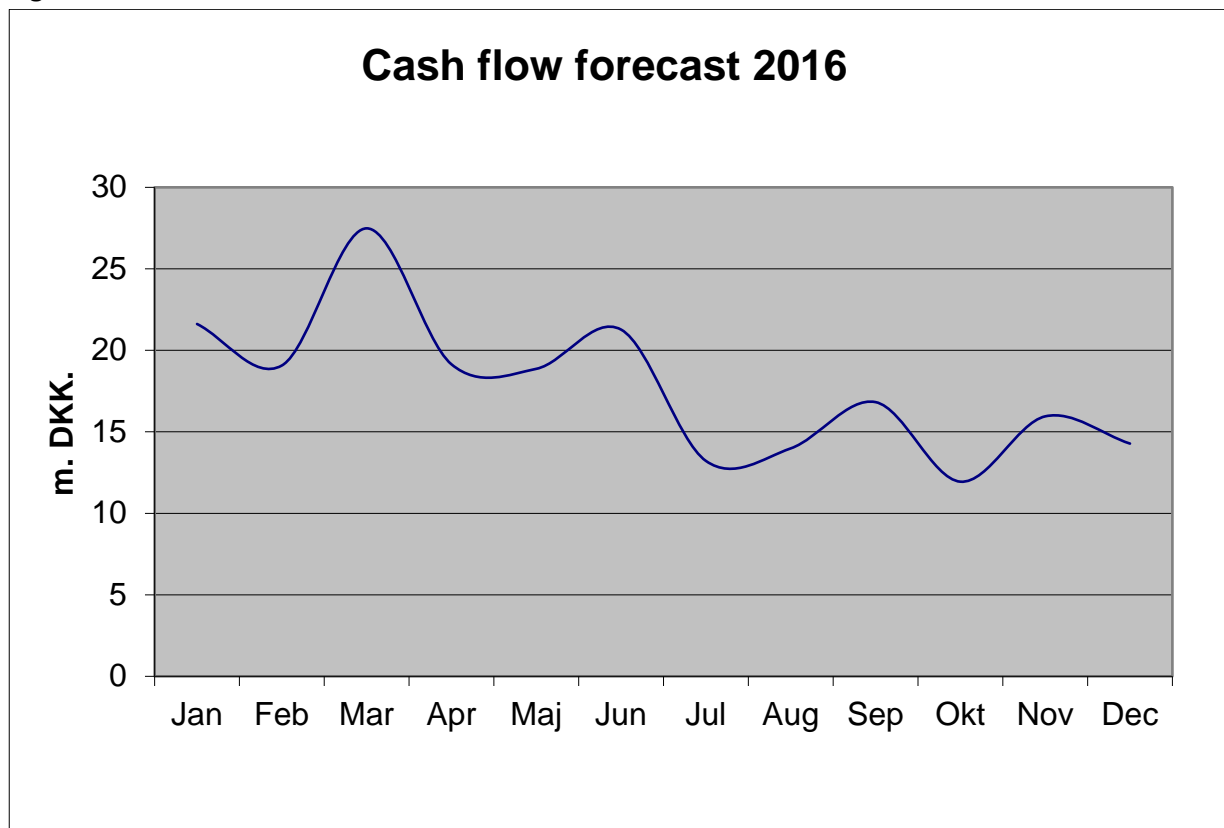
Assumptions and uncertainties

In general, income are subject to the over-all inherent uncertainty of student activity in autumn 2016. Furthermore, the student activity forecast shows a significant rise in completions in 2016 due to the Study Progress Reform. However, the sector has a fixed pool for completion bonuses, and at other universities, students are completing in high numbers as well. This sector wide rise in completions will most likely result in a reduction of the completion bonus rates by the end of year because the pool is a fixed amount. We have made provision for DKK 2.0 M for reduced rates. Finally, the admission expectations for part time student including single course students in autumn 2016 was reduced in June 2016, which slightly effects this year income, and the reduction will effect the upcoming years more significantly.

The research project portfolio forecast assumes that the Department carries out project activities as planned without any delays. Any further grants awarded this year are not expected start spending until next year.

Expected capital gain on investments is estimated at DKK 1.4 M for now. However, the capital markets are volatile, and the actual bond prices at end of the year might significantly influence the end year result.

Enclosure 5

Preamble to ITU Strategy 2017-2021

ITU's Mission

Danes depend on IT. Indeed, IT is now visible everywhere in the Danish society. Most Danes own one or more computers from laptops and smart-phones to embedded computers in their car or sports gadgets. The technology has become sufficiently user-friendly that most Danes possess user skills at some level.

However, the fact that most Danes have become habitual IT users does not imply that IT has now become a commodity. Quite the opposite. IT is an indispensable driver of *change*, *innovation* and *economic growth* throughout the Danish society. Perhaps more than any other group of experts, those people in Denmark who have a deep and relevant understanding of IT have become agents of change, of innovation and of economic growth; they have become the people who change every aspect of modern Denmark.

Unfortunately, the country suffers from an almost chronic shortage of such experts. Not even outsourcing of IT jobs to other parts of the world has satisfied the demand.

Value creation with IT can take many different forms, both commercial and non-commercial. Being a university, ITU is particularly interested in value creation that requires IT expertise. Indeed, ITU's market (i.e., the market that ITU is in) *is* the market for IT expertise. For brevity, we sometimes abbreviate "the market of IT expertise" to just "the market", when it is clear from context that no other market is meant. The reason that we refer to the collective pool of IT expertise as a market is that, just as with many other kinds of markets, there are mechanisms of demand, supply and price in play, which necessarily influence the strategy of the university. For example, it must influence the strategy of the university what kinds of IT expertise is requested from private and public enterprises located in Denmark, be it through graduates or researchers.

ITU's Mission

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

The market of IT expertise is global by nature; however, it follows from the mission of the IT University of Copenhagen, that we exist specifically to shape a well-functioning market for IT expertise in Denmark. In particular, the university must collaborate closely with stakeholders in Denmark on both research and teaching. Obviously, a well-functioning market for IT expertise in Denmark has to be well-connected to international IT expertise, so we "think global and act local".

ITU has a role in understanding, contributing to and shaping the market. As a university, we have an obligation to try to predict what competences will be in demand years from now, although they are not in high demand right now. At the same time, we have an obligation to ensure that every graduate graduates with some competences that are in demand here and now.

ITU's Vision

ITU's vision

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

ITU is founded on the observation that, very often, in order to create value with IT, different perspectives on IT must be brought to bear. The vision rests on the observation that, very often, doing something that leads to ground-breaking information technologies or services requires collaboration between people who hold different perspectives on IT. Operating educational programmes that give students T-shaped competences (i.e., depth and breadth) obviously requires collaboration between faculty who possess very different kinds of expertise.

The Importance of Danish IT Research and Research-Based IT Education in Denmark

As the sheer amount of data, information technologies and services on which we depend increase, so does the complexity of the field. Not only are more experts needed, it also takes more to become an expert.

This is where IT research comes in. Like all research, IT research creates knowledge. Knowledge, unlike buzzwords of the day, is profound and long lasting. Research-based education propagates such knowledge, thereby enabling those who acquire it to act based on knowledge, rather than on trial and error.

Relevant IT research results in knowledge that is valuable for the practice of IT. Relevant research-based IT education gives students relevant knowledge based on IT research.

Let us illustrate the importance of relevant IT research and of relevant research-based IT education by way of some examples. We emphasize that these are only a few examples and that many other, equally relevant, examples could be listed.

1. Software developers who develop the software that is embedded in life-critical services (for example in transport safety systems) need state-of-the-art research-based knowledge in order to make systems that are trustworthy. Relevant IT research and research-based IT education is a *lot* better than trial and error;
2. Suppliers of IT-based services, as we know them from every bank to every hospital, need research-based knowledge to create systems that protect the assets and the privacy of end users against cybercrime. Relevant IT research and research-based IT Education is *much* better than trial and error;
3. Business people have always used market data to spot opportunities; but with today's technology, business people have the opportunity to collect data about their customers and competitors and process it in real time based on a vast supply of data sources. Nowhere is this more so than within the financial sector after the advent of high-frequency trading, but, increasingly, big data, algorithms and data mining permeate manufacturing; logistics; transportation; health care; crime detection; entertainment; energy and agriculture. Not surprising that experts in data, algorithms and data mining, especially those with relevant domain knowledge, are as wanted and rare as the very best sports stars. Relevant IT research and research-based IT education are *indispensable* for this kind of innovation;
4. Computers have become machines of interaction between humans. Algorithms select what information we are exposed to. This gives rise to many interesting questions. For example, as more and more information is algorithmically mediated, how can we still be informed citizens? How can one use modes of interaction developed in one domain (e.g., social media) in a different domain (e.g., education)? Relevant IT research and research-based IT education can provide knowledge about what works and what does not work in different settings.
5. Denmark is an early adopter of digital services in the public sector. Many of these IT projects go well, but when they fail, as they sometimes do, the consequences are often severe. Even non-IT professionals, for example executive management in government agencies, can greatly improve

their ability to manage risk in IT projects by acquiring basic knowledge concerning what it takes to make an IT project successful. Relevant IT research and research-based part-time IT education can provide such knowledge.

6. Children spend more and more time using social media and playing computer games. Parents, teachers and policy makers wonder how this affect the children and what forms of boundaries they may have to set up for children. Research into children's use of social media and games can help parents; teachers and policy makers base their decisions on knowledge, rather than just on opinions.

Common to all the above examples is that Denmark can do *so* much better with relevant IT research than without it. There is a huge difference in capacity between those who can create value with IT in ways that live up to the standards set by state-of-the-art IT research and those who cannot.

In short, *both* the IT research challenges *and* the opportunities for experts with deep and relevant understanding of IT are formidable. Within the IT industry alone, DI Digital estimates that, if nothing is done, the unmet demand will increase to more than 3,000 IT specialists by 2020 (DI ITEK, 2015). That number does not include the underserved need for relevant research-based IT knowledge *outside* the IT industry. According to a report commissioned by the Danish Ministry of Business and Growth, the shortage of graduates with an ICT specialist profile within the private sector alone may reach 19,000 by 2030 (Højbjerre Baruer Schultz, Kubix og Alexandra Instituttet, 2016).

To sum up, the IT situation in Denmark is somewhat paradoxical. On the one hand, most Danes have access to and use information technology every day, making IT look like a commodity. At the same time, the market for IT expertise is anything but a commodity market. People with deep, relevant insight into how to create value with IT are a scarce resource. The number of such people is growing, but so is demand for them. Both public and private enterprises are dismayed with having to slow down growth and development because of the scarcity of people with the required IT expertise.

The essence of ITU's strategy is therefore straightforward, namely *to increase - as much as possible - the number of people in Denmark who create value with IT in ways that live up to the standards set by state-of-the-art IT research*.

ITU's Position Concerning Teaching versus Learning

It has become customary to distinguish between a teaching and a learning perspective on education. Teachers teach; students learn. One also sometimes refers to the learning environment, meaning the environment that the student experiences at the university including, but not limited to, physical infrastructure and use of IT in learning activities.

ITU does not regard education as a process of transmission of knowledge from a teacher to a student. That view would downplay the importance of the role of students in the learning process. Conversely, ITU does not regard education as being all about the activities that students perform in order to learn, since that view would downplay the role of good teaching and of a good learning environment.

Rather, this strategy is based on the observation that teaching activities, learning activities and the learning environment are all co-created by faculty, students and staff. Indeed, we believe that achieving excellence in education requires intense collaboration between faculty, students and staff.

ITU Strategy 2017-2021

ITU's strategy for delivering on its mission and pursuing its vision is to increase as much as possible the number of people in Denmark who create value with IT in ways that live up to the standards set by state-of-the-art IT research. ITU does so primarily through Research and Research-Based Education.

Research

All research at ITU aspires to be profound and to contribute constructively to the creation of ground-breaking information technology or IT-based services. ITU conducts and values excellent IT research. All ITU researchers publish in peer-reviewed journals or conference proceedings. All ITU researchers contribute to the research-based teaching of the university and all senior researchers engage in externally funded research. ITU's researchers create new knowledge, as witnessed by peer-reviewed research publications and PhD theses. Engaging in externally funded research involves ITU building and maintaining relationships with external partners. The output from externally funded research, in addition to new knowledge, is market understanding, i.e., identification of research challenges that are relevant in the market in which the partners operate. Some ITU researchers combine new knowledge with market understanding to create ground-breaking technologies or services, perhaps with the help of the university's commercialisation services. The university attracts outstanding researchers who identify with the mission, vision and strategy of the university. ITU is known for its researchers; its peer-reviewed publications; its PhD graduates; its societal outreach; its collaborative partners; the high levels of external research funding; and the ground-breaking technologies and services that originate from the university.

Research-Based Education

All study programmes at ITU are carefully designed and operated in pursuit of ITU's notion of what constitutes an ideal study programme, namely that it attracts a large number of well-qualified students; that both the teaching and the contents are world-class; and that the students acquire competences that are in high demand in the labour market. In particular, ITU does not operate full-time study programmes that are small[1] or have employment rates below the average employment rate of university-level full-time study programmes in Denmark. Moreover, the university only admits students whom it believes have the potential to create value with IT in ways that live up to the standards set by state-of-the-art IT research. The engaged ITU students and the learning environment, which they co-create with faculty and staff, constitute one of the strongest assets of the institution. ITU is known both for delivering a large number of sought-after IT graduates and for its entrepreneurial graduates, who create businesses and jobs. The graduates from the part-time programmes are at the forefront of digital transformation of their professional domain. ITU builds understanding of the market through market analysis and through the work with its employers' panels. ITU tackles competence bottlenecks at the high end of the labour market through creation of new, demanding study programmes. ITU systematically follows up on the quality of the study programmes and resolutely fixes serious issues, when they arise. ITU only employs teachers and researchers with teaching obligations who have a passion for teaching and who are good at it. ITU values excellent teaching and shares best practice within teaching. ITU students recommend the university to their friends.

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[1] As a rule of thumb, we say that a study programme is small, if it admits less than 50 students in semesters where it admits students.

Quality, Resources and People

Achieving excellent research and education requires collaboration between faculty, staff and students. All three groups create for each other work and study processes that are effective and efficient. ITU continuously monitors and improves quality in research and education, based on university-wide policies, standards and procedures. ITU manages its finances carefully, in order to avoid waste and create room for investment in new activities that further the strategy.

Both scientific employees and other employees enjoy working at ITU and recommend the university to their peers. ITU wants to change the gender balance to achieve a larger proportion of women among students and researchers.

References

DI ITEK. (2015). *ITEK-branchens behov for it- og elektronikkandidater i 2030.* København: DI.

Højbjerre Baruer Schultz, Kubix og Alexandra Instituttet. (2016). *Virksomhedernes behov for digitale kompetencer.* København: Højbjerre Brauer Schultz.

Enclosure 6

Framework Budget 2017 - 2019

This presentation concerns the ITU Framework Budget for 2017-2019.

Summary

Management recommends that the Board approves the submitted framework budget and authorize the Management to prepare the budget proposal for 2017.

The Framework Budget includes a strategic growth in student admission for BSc programmes and shows a result of DKK -8.2 M in 2017 and an accumulated result of DKK -32.5 M throughout the three-year period. This includes two management pools of DKK 27.5 M to sustain the growth in admission (DKK 15.5 M in all) and the strategic development towards 2021 (DKK 6.0 M in 2017 and DKK 3.0 M in 2018 and 2019 each).

In 2019, the equity/income-ratio drops below preferred level of 0.18. Management is committed to ensure increased base research funding from the Government to sustain growth.

If the Board approves of the Framework Budget, we will start allocating the management pools to the departments and service functions. The final budget proposal for 2017 will be presented at the Board meeting on 24 November 2016.

Management assumptions

In general, we assume the Budget Proposal Act for 2017 (FFL 2017), as presented by the Government on 30 August 2017, is passed by Parliament, without substantial changes regarding the university. If the Government priorities, which are announced later on, deviates significantly from the present Budget Proposal Act for 2017 the Management will present a new Framework Budget for 2017-2019 to the Board.

Specifically, the Framework Budget for 2017-2019 is based on the following management assumptions:

- The Minister of Higher Education and Research approves of the new BSc programme in time for admission of students in August 2017.
- Admission of students and student activity will be as shown in table 3 and table 4. We expect the decline in admissions of part time students in 2016 to stabilize in 2017 and onwards, and to increase single course students from 13 FTEs to 25 FTEs in 2017.
- The target of the Study Progress Reform is fulfilled by 30 pct. in 2017 and fixed at 30 pct. in 2018 and 2019. Thus, Completion bonus rates are reduced equivalently when calculating income from education in table 3.
- Spending of external research funding follows the current forecast of DKK 28.0 M in 2017 to DKK 32 M in 2019.

- Income from subleasing on the 5'Th floor is kept at DKK 2.2 M as in 2016 throughout the three year period, which signifies no vacancies. However, it is likely ITU might have to reconsider subleasing during 2019 and onwards to make room for new staff and students when student and staff numbers rises over the years.
- Income from ITU Professional Courses is set DKK 2.0 M each year.
- Recruiting and hiring of personnel proceed as planned and in compliance with the Quality Policy VIP/DVIP-ratios.
- Income from interest and return on the investment portfolio provide a return of DKK 1.4 M.

Finally, a remodeling of the government grant structure for the university sector are in the making and will affect ITU finances, most likely from 2018. The Framework Budget in table 1 is based on the current government grant structure.

The Framework Budget is based on equity at end of 2016 as expected in the accounts as per June 2016 from August 2016. In 2017, Government grants are regulated with a +1.1 pct. average price/wage inflator, as stated in the Government's initiative. Personnel costs and other operating costs are regulated with +0.8 pct. and +0.6 pct. in 2017, respectively. The inflators regarding 2018 and 2019 are set at the 2017 level.

Table 1: Framework Budget 2017-2019

Budget items (DKK 1,000)	Budget 2016	Forecast 2017	Forecast 2018	Forecast 2019
Government Grants	220,700	222,070	221,159	222,766
Tuition Fees	9,884	7,098	6,065	5,539
External Research Grants	26,500	27,999	29,999	31,999
Subleasing	2,200	2,213	2,213	2,213
Other income	2,739	4,043	4,043	4,043
Income	**262,023**	**263,423**	**263,479**	**266,560**
Departments	95,421	97,648	99,847	103,313
Externally Funded Research	19,875	21,279	22,799	24,319
Services	145,875	143,044	144,945	145,421
Ordinary operating cost	**261,171**	**261,971**	**267,591**	**273,053**
Management pools	**11,766**	**11,000**	**8,500**	**8,000**
Profit from Ordinary Operations	**-10,914**	**-9,548**	**-12,612**	**-14,493**
Financial income and costs	**1,395**	**1,395**	**1,395**	**1,395**
Profit	**-9,519**	**-8,153**	**-11,217**	**-13,098**
Equity end-year*	**68,705**	**60,552**	**49,335**	**36,237**
Equity/income ratio	**0.26**	**0.23**	**0.19**	**0.14**

Equity end year 2016 is according to the second quarter financial follow-up from August 2016.

In table 1, we show income, cost and equity for the next three years including a decline in the equity/income ratio from 0.26 in 2016 to 0.14 in 2019, which is below the preferred level of 0.18. The accumulated result for the three year period is DKK -30.5 M. This includes management pools of DKK 27.5

M to sustain the growth in admission (DKK 15.5 M in all) and the strategic development towards 2021 (DKK 6.0 M in 2017 and DKK 3.0 M in 2018 and 2019 each), which Management will allocate to departments and service functions on request.

Departments consist of the three new departments as of January 1 2017, the Study Board, the Phd School and the library. *Service functions (Services)* consist of Student Affairs and Programmes, Research and Learning, Facility Management and other administrative functions.

Government grants show a modest increase over the years even though BSc student admission increases significantly over the three year period. We elaborate on the matter in the section on Education.

Table 2: Staff forecast

Staff (FTE)	Budget 2016	Forecast 2017	Forecast 2018	Forecast 2019
Full-time scientific, seniors	60,00	65,00	66,50	69,50
Full-time scientific, others	82,46	75,55	76,66	78,27
Part-time scientific, lectures	15,00	15,00	16,00	17,00
Part-time scientific, others	30,00	30,00	30,00	30,00
Scientific staff	**187,46**	**185,55**	**189,16**	**194,77**
Administrative staff	**129,71**	**131,36**	**131,09**	**131,09**
All Staff	**317,17**	**316,91**	**320,25**	**325,86**

The above table shows the changes in scientific and administrative staff. At this point, the numbers do not include recruiting of scientific staff financed by the management pools. Based on a thorough three year planning of scientific staff composition, the Management plans to allocate at least DKK 8.1 M from the management pools for recruitment of additional scientific staff. Furthermore, the planning supports an average VIP/DVIP-ratio of 75 pct., and the future Department heads are charged with allocating scientific staff to courses in compliance with the Quality Policy VIP/DVIP-ratio for each study programme.

The development contract target to spend external funding of DKK 1.0 M per senior-faculty FTE in 2017 will most likely not be met. The Framework Budget shows a funding of DKK 28.0 M in 2017, ending up with DKK 0.4 M per senior-faculty FTE (excluding senior staff recruitments from the management pools). The external funding per senior faculty FTE will likely decline further towards 2019 as external research funding forecast increases at a slower rate than recruitment of senior staff for course manning.

Education

In table 3, we show the student activity forecast in students numbers and income, which is based on the admission forecast in table 4 and rates from the Budget Proposal Act in table 5.

Table 3: Student activity forecast

Student Activity	Budget 2016		Framework 2017		Framework 2018		Framework 2019	
	units	DKK 1,000	units	DKK 1,000	units	DKK 1,000	units	DKK 1,000
Students, BSc	521	48,505	571	52,723	632	57,029	715	60,895
Students, MSc	733	68,219	713	65,919	706	63,713	706	60,103
Guests and scholarships	44	3,960	37	4,534	37	4,453	37	4,263
Students, full-time (FTE)	**1,298**	**120,684**	**1,321**	**123,176**	**1,376**	**125,194**	**1,458**	**125,261**
Students, part-time (FTE)	**108**	**13,339**	**76**	**9,205**	**64**	**7,624**	**58**	**6,802**
Students, total (FTE)	**1,406**	**134,023**	**1,397**	**132,381**	**1,439**	**132,819**	**1,516**	**132,063**
Completion, BSc + MSc	**249**	**7,918**	**290**	**7,164**	**302**	**3,889**	**317**	**5,532**
Other student activity		**1,174**		**1,049**		**1,036**		**1,004**
Income from student activity		**143,116**		**140,594**		**137,744**		**138,600**

Most notable, the income from education is declining modestly over the three year period even though student FTEs increase significantly in the BSc programmes. This is due to a steady reduction in MSc and BSc study activity rates per student FTE as shown in table 5, a decline in admission to the Master programmes as shown in table 4 and finally a reduction of completion bonus rates as the Management does not expect ITU to fully meet the target of the Study Progress Reform.

Table 4: Student admission forecast

Admission forecast (students)	Budget 2016	Forecast 2016	Forecast 2017	Forecast 2018	Forecast 2019
SWU	140	144	140	140	140
DMD	66	65	63	59	59
GBI	60	64	60	60	60
New programme			50	66	83
BSc	**266**	**273**	**313**	**325**	**342**
DDK/DKM	143	138	143	139	134
DIM (EBUSS)	120	154	130	130	130
SDT/INT	110	132	110	110	110
GAMES/MTG/MMT	50	53	50	50	50
MSc	**423**	**477**	**433**	**429**	**424**
ILM	80	55	40	40	40
IND	40	7	0	0	0
SEN	35	4	0	0	0
Master	**155**	**66**	**40**	**40**	**40**
Total	**844**	**816**	**786**	**794**	**806**

The above table shows the admission forecast for each study programme. Admission to BSc programmes will increase, if the strategic growth is confirmed by the Board. However, 2016 showed that the admission to Master programmes are in decline, and thus two programmes will not admit students from 2017 and onwards. This signifies that income from part-time education is reduced by DKK 6.5 M from 2016 to 2019 as shown in table 3.

Table 5: Student activity rates

Student activities rates (DKK)	2016	2017	2018	2019
Government Grant, BSc (FTE)	93,100	92,400	90,228	85,154
Government Grant, MSc (FTE)	93,100	92,400	90,228	85,154
Government Grant, Guest students (FTE)	93,100	92,400	90,228	85,154
Completion Bonus, BSc	51,024	49,854	50,173	66,387
Completion Bonus, MSc	34,016	33,236	33,449	44,258
Stydy Progress Dependent part	26.8%	61.6%	100.0%	100.0%
Government Grant, part-time SEN (FTE)	43,000	41,700	39,982	38,380
Government Grant, part-time IND (FTE)	43,000	41,700	39,982	38,380
Government Grant, part-time ILM (FTE)	31,000	30,100	29,016	27,904
Tuition fee, part-time students	85,000	85,000	85,000	85,000

Table 5 shows the student activity rates from the Budget Proposal Act for 2017 and the steady reduction of government grant for student FTEs each year. At the same time, completion bonus rates are increased significantly in 2019, if ITU meets the target of the Study Progress Reform.

Ideally, ITU will achieve a total bonus of DKK 18.4 M in 2019, if the target is fully met, compared to a budget of DKK 7.9 M in 2016. Worst case, ITU will achieve a completion bonus of zero in 2019, if no study progress is made at all. The most recent statistics on the subject indicates a 30 pct. fulfillment of the target in the study year 2015, which counts towards a reduction of rates for 2017. Management has fixed the fulfilment rate at 30 pct. throughout 2018 and 2019. This achieves a bonus of DKK 5.5 M in 2019 based on the fulfillment rate in the study year 2018.

Finally, the completion bonus rates is subject to further regulation on the Supplementary Act based on the actual completion at all universities altogether.

4. Uncertainties regarding Framework Budget 2017

In general, a remodeling of the government grant structure for the university sector are in the making and will affect ITU finances from 2018 and onwards. Furthermore, the Framework Budget is based on the Budget Proposal Act, and we assume the final Budget Act is passed by Parliament without substantial changes. Finally, an increase in base research funding from the Government is essential to ensuring the continuous teaching volume at the planned level in the long run.

The ordinary operating uncertainties, which could affect the Framework Budget, includes production of full-time and part-time student FTE, number of MSc and BSc students that trigger completion bonuses, external research funding, self-insurance, financial income. Figure 1 displays a simulation where these uncertainties have been compared to the Framework Budget for 2017.

Figure 1: Operating uncertainties related to end year result 2017
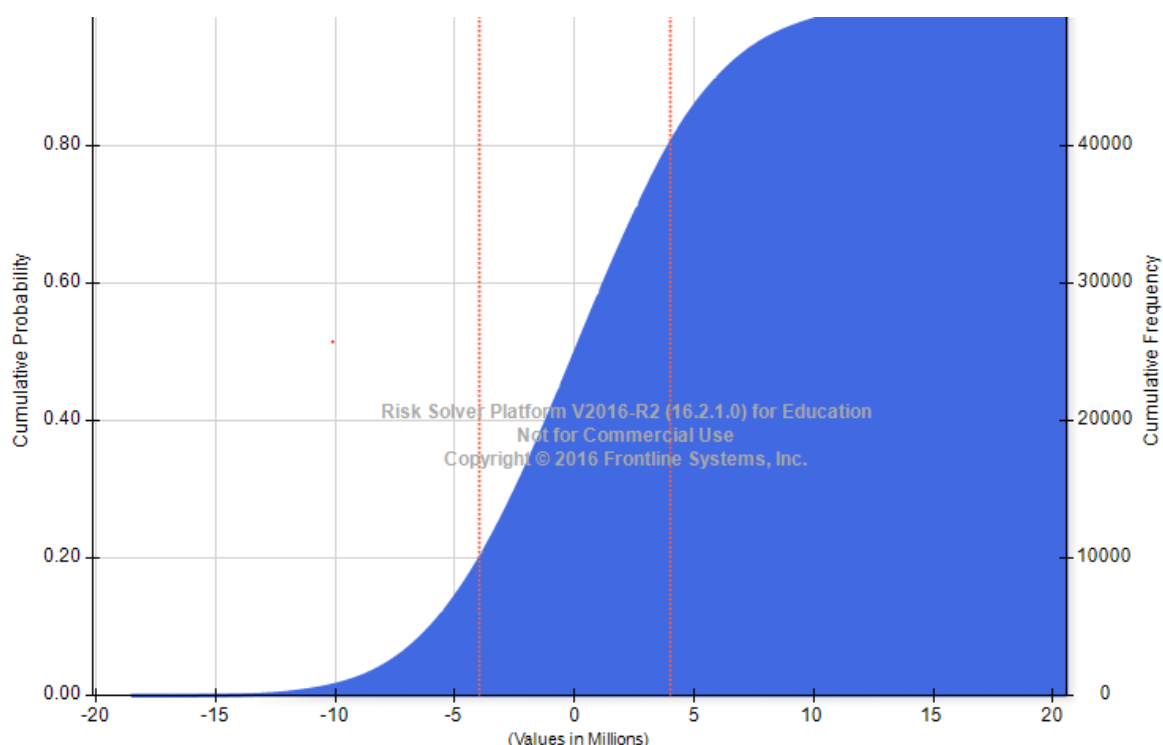
The simulation in figure 1 indicates that the probability of the actual result being at least DKK 4.0 M less than the budgeted result of DKK -8.2 M is approx. 20 percent. Equally, the probability of the actual result being at least DKK 4.0 M more than the budgeted result of DKK -8.2 M is approx. 20 percent.

The simulation does not include the specific operating risk of the Study Progress Reform as completion bonuses are highly sensitive to achieving the targets of the Study Progress Reform. In table 6, we show the maximum completion bonus and a number of possible outcomes depending on target achievement. In the Framework Budget, we estimate an achievement of 30 pct. every year.

Table 6: Effects of Study Progress Reform

		2016	2017	2018	2019
Excess study time target (months)		10.60	10.00	9.50	9.00
Excess study time target reduction per year (months)		0.50	0.60	0.50	0.50
Excess study time estimate (months)		12.60	10.42	9.85	9.35
Excess study time reduction estimate compared to target		-1.50	0.18	0.15	0.15
Excess study time reduction estimate (pct.)		0.0%	30.0%	30.0%	30.0%
Maximum Completion Bonus (1,000 DKK)		**10,817**	**12,596**	**12,964**	**18,440**
Completion Bonus Reduction (1,000 DKK)					
- Target achieved by	0%	-2,812	-7,759	-12,964	-18,440
- Target achieved by	30%	-1,969	-5,431	-9,075	-12,908
- Target achieved by	60%	-1,125	-3,104	-5,186	-7,376
- Target achieved by	90%	-281	-776	-1,296	-1,844
- Target achieved by	100%	0	0	0	0

In 2017, we estimate a completion bonus reduction of DKK 5.4 M, based on a reduction of the excess study time from 12.60 months in 2016 to 10.42 month in 2017. This corresponds to a decrease of 0.18 months compared to the target reduction of 0.60 months in 2017. As an example, if excess study time is decreased by a further 0.42 months instead, the target of 0.60 months is fully achieved, and no reduction takes place, improving the result of DKK -8.2 M from table 1 by DKK 5.4 M in 2017.

The Appendix U*ncertainties related to Framework Budget 2017* elaborates further on uncertainties included in the simulation of ordinary operating risks and the effects of the Study Progress Reform.

Forretningsorden

Bestyrelsen
IT-Universitetet i København (ITU)

§ 1   Forretningsordenens hjemmel

Denne forretningsorden oprettes i henhold til vedtægterne for IT-Universitetet i København, § 10, nr. 17.

§ 2   Aldersgrænse

Bestyrelsesmedlemmer udtræder af bestyrelsen senest med udgangen af det kvartal, hvori medlemmet fylder 70 år.

§ 3   Uddannelse af bestyrelsesmedlemmer

Rektor introducerer nye medlemmer af bestyrelsen, herunder en eventuel ny formand, til ITU, herunder rammerne for ITU's virke, og ITU's budget- og regnskabschef introducerer nye bestyrelsesmedlemmer til ITU's økonomi.

Stk. 2   Der kan efter aftale med rektor afholdes relevante supplerende kurser for formanden for bestyrelsen og bestyrelsesmedlemmerne.

§ 4   Oplysninger om inhabilitet

Nye bestyrelsesmedlemmer er forpligtet til straks ved deres indtræden at orientere bestyrelsen om ethvert forhold, der kan have betydning for deres habilitet i forbindelse med bestyrelsesarbejdet.

§ 5   Bestyrelsesmødernes antal og indkaldelse

Bestyrelsesmøder afholdes mindst tre gange årligt og i øvrigt, når formanden anser det fornødent, samt når det begæres af et bestyrelsesmedlem eller et medlem af ITU's direktion/rektor. Herudover afholdes et årligt strategiseminar. Ordinære bestyrelsesmøder og det årlige strategiseminar afholdes efter en forud fastlagt og offentliggjort mødeplan, typisk én gang i kvartalet, kl. 14.00 – 17.00. Mødeplanen udarbejdes efter følgende retningslinjer:

- ultimo april: bestyrelsesmøde med henblik på godkendelse af årsregnskab for det foregående år (tidspunktet er fastlagt under
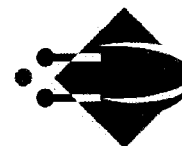
hensyntagen til, at bestyrelsen skal underskrive årsregnskab inden 1. maj), drøftelse af målopfyldelse for det afsluttede år, drøftelse af regnskabstal for det afsluttede år
- primo juni: strategiseminar, herunder drøftelse af overordnede økonomiske rammer og fordeling af midler til forskellige formål,
- medio september: bestyrelsesmøde med henblik på udarbejdelse af udkast til strategiske fokusområder for det kommende år samt råudkast til budget, selvevaluering af bestyrelsens arbejde, evaluering af den daglige universitetsledelses arbejde og af samarbejdet mellem bestyrelsen og universitetets daglige ledelse, og arbejdsplan for det følgende års møder,
- ultimo november: bestyrelsesmøde med henblik på vedtagelse af budget, måltal for det kommende år.

Stk. 2   Mødeplan udarbejdes for et kalenderår ad gangen og besluttes senest ved det næstsidste ordinære bestyrelsesmøde i et kalenderår. Mødeplanen indeholder angivelse af ordinære møder, formøder mellem formanden for bestyrelsen og rektor samt dato for udsendelse af dagsorden.

Stk. 3   Der kan ved behov indkaldes til ekstraordinært bestyrelsesmøde med henblik på behandling af pludseligt opståede, presserende sager eller i forbindelse med tilbagekaldelse af en af bestyrelsen tidligere truffet beslutning, jf. § 7, stk. 12. Dato og tidspunkt for et ekstraordinært bestyrelsesmøde fastlægges af formanden for bestyrelsen i samarbejde med rektor og indkaldes med længst muligt varsel.

Stk. 4   Hvis det bliver nødvendigt at ændre mødedato og/eller –tidspunkt for et allerede fastlagt møde, tilstræbes det, at mødet lægges sådan, at alle bestyrelsesmedlemmer kan være til stede på den ændrede dato og/eller det ændrede tidspunkt.

§ 6   Dagsorden

Dagsorden til bestyrelsesmøderne udarbejdes af rektor og skal indeholde angivelse af, hvilke sager der er til behandling, de til sagen hørende bilag (nummereret fortløbende) samt rektors uddybende kommentarer til sagerne. Dagsordenen skal herudover indeholde angivelse af, om de respektive sager er til beslutning, drøftelse eller orientering.

Stk. 2   På hvert bestyrelsesmøde skal dagsordenen mindst indeholde følgende punkter:

1. Endelig godkendelse af referat fra sidste møde
2. Orientering fra rektor
3. Regnskabsopfølgning
4. Eventuelt

Stk. 3   Emner, som et medlem af bestyrelsen ønsker drøftet på et kommende møde, indsendes skriftligt til rektor senest 8 dage før rektors formøde med bestyrelsesformanden. Dette formøde finder sted, når forslag til dagsordenen og rektors kommentarer til dagsordenen er udarbejdet, og sådan at endelig dagsorden, kan udsendes til bestyrelsens medlemmer minimum 8 dage før bestyrelsesmødet.

Stk. 4   Rektor er forpligtet til at inkludere alle rettidigt indkomne skriftlige forslag til dagsorden i det materiale, som rektor fremsender til bestyrelsesformanden inden det i stk. 3 omtalte formøde.

Stk. 5   Sager, der af rektor forelægges til beslutning i bestyrelsen, bør være så vidt færdigbehandlede, at der kun resterer bestyrelsens stillingtagen. I tvivlstilfælde er det bestyrelsen, der afgør hvilke sager, den vil behandle.

Stk. 6   Bestyrelsesformanden træffer i samråd med rektor beslutning om hvilke sager, der behandles som Fortrolig Information, jf. § 9. Bestyrelsesmedlemmerne er forpligtet til indtil bestyrelsesmødets afholdelse at respektere beslutningen om, hvilke sager der behandles som Fortrolig Information.

§ 7   Bestyrelsesmøderne

Bestyrelsesmøderne ledes af formanden.

Stk. 2   Bestyrelsesmøderne afholdes som udgangspunkt på ITU's adresse, men kan dog, hvis formanden beslutter det, afholdes andetsteds.

Stk. 3   Bestyrelsesmøder afholdes på engelsk, hvis mindst én af deltagerne ikke taler dansk; ellers på dansk. Skriftligt materiale udarbejdet internt og vedlagt til brug på bestyrelsesmøder skal være på engelsk. Dette inkluderer dagsorden, rektors bemærkninger til dagsordenspunkterne og alle bilag udarbejdet internt efter den 1. oktober 2011. Bilag, som ikke er udarbejdet på universitetet eller er skrevet før den 1. oktober 2011, kan være på dansk. Fra den 1. oktober 2011 skrives referater fra møderne kun på engelsk. I overensstemmelse med universitetets sprogpolitik bør oversættelse af dokumenter fra dansk til engelsk og engelsk til dansk undgås; dokumenter bør kun findes på engelsk eller dansk, ikke både dansk og engelsk.

Stk. 4   Afbud til et indkaldt møde meddeles umiddelbart til rektor.

Stk. 5   Bestyrelsesmøderne er offentlige. Bestyrelsen kan imidlertid beslutte, at en sag behandles for lukkede døre, såfremt sagens karakter tilsiger dette, jf. § 11 i vedtægterne for IT-Universitetet i København.

Stk. 6   I tilfælde af formandens forfald varetager næstformanden, såfremt en sådan er udpeget, formandens opgaver i henhold til vedtægter og forretningsorden og de formanden i vedtægter og forretningsorden tillagte beføjelser og pligter.

Stk. 7   Et bestyrelsesmedlem, der er inhabil i relation til et spørgsmål, der behandles i bestyrelsen, har pligt til straks at underrette bestyrelsen om dette. Bestyrelsen beslutter, om medlemmet må deltage i behandlingen af det relevante spørgsmål.

Stk. 8   Bestyrelsen er beslutningsdygtig, når mindst fire medlemmer samt formanden er til stede. Bestyrelsen træffer afgørelser ved simpel stemmeflerhed og ved mundtlig afstemning; dog kræves til vedtagelse af forslag til budget, ansættelse og afskedigelse af rektor og ITU's øvrige øverste ledelse, strategi for ITU's langsigtede virksomhed og ledelse, større afvigelser fra det af bestyrelsen vedtagne budget og vedtægtsændringer, at mindst fem medlemmer af bestyrelsen og formanden er til stede, samt at mindst fem medlemmer og formanden stemmer for forslaget. Ved stemmelighed er formandens stemme afgørende.

Stk. 9   Bestyrelsen kan træffe afgørelser ved skriftlig votering, dog ikke i de spørgsmål, til hvis vedtagelse der kræves, at mindst fem bestyrelsesmedlemmer og formanden stemmer for.

Stk. 10   Bestyrelsesmedlemmer, som er forhindret i at være til stede ved et bestyrelsesmøde, kan stemme ved skriftlig fuldmagt.

Stk. 11   Et flertal af bestyrelsens medlemmer kan ved et bestyrelsesmøde træffe beslutning om at ændre bestyrelsesformandens og rektors afgørelse om, at information behandles som Fortrolig Information, til at informationen eller en sammenfatning heraf behandles som Offentlig Tilgængelig Information, jf. § 9.

Stk. 12   Den samlede bestyrelse træffer umiddelbart efter behandlingen af en sag ved et bestyrelsesmøde beslutning om, hvorvidt hele eller dele af refereringen af sagen skal være Fortrolig Information, jf. § 9.

Stk. 13   Bestyrelsen kan i ganske særlige tilfælde, og da kun ved et bestyrelsesmøde, tilbagekalde en af bestyrelsen truffet beslutning. En sådan tilbagekaldt beslutning offentliggøres på sædvanlig vis på internettet med tydelig angivelse af, at det drejer sig om en tilbagekaldt beslutning. En tilbagekaldt beslutning offentliggøres ikke, hvis det drejer sig om Fortrolig Information, jf. § 9.

§ 8   Referat

Referenten udarbejder et beslutningsreferat med tydelig angivelse af
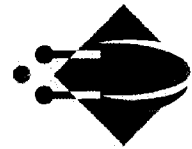
- tid og sted for mødet
- deltagere
- dagsorden
- konklusioner og trufne beslutninger.

Herudover skal referatet indeholde væsentlige synspunkter til et givent emne tilkendegivet af formanden eller bestyrelsens medlemmer. Formanden/et bestyrelsesmedlem har herudover ret til at få anført en evt. mindretalstilkendegivelse.

Stk. 2   Referatet udsendes til bestyrelsens medlemmer senest 8 dage efter et afholdt møde og skal indeholde angivelse af 8 dages indsigelsesfrist. Er der ikke modtaget skriftlige indsigelser inden udløbet af denne frist, betragtes referatet som godkendt, og på mødet trufne beslutninger og tiltag kan derefter effektueres, og referatets Offentlig Tilgængelig Information kan offentliggøres, jf. § 11, stk. 1.

Forekommer der inden udløbet af indsigelsesfristen indsigelser af væsentlig karakter, skal der udsendes et revideret referat (med og uden korrekturtegn) til bestyrelsens medlemmer med yderligere 8 dages indsigelsesfrist.

Er der ikke efter udløbet af denne indsigelsesfrist yderligere indsigelser, kan referatet offentliggøres. Hvis der er yderligere indsigelser efter udløbet af denne indsigelsesfrist, afventer offentliggørelse af referatet godkendelse ved førstkommende bestyrelsesmøde.

Stk. 3   Referatet godkendes formelt som første punkt på det næstkommende bestyrelsesmøde.

Stk. 4   Medlemmer af bestyrelsen, som ikke har deltaget i et bestyrelsesmøde, er forpligtet til at gøre sig bekendt med indholdet af referatet fra det relevante møde.

§ 9   Åbenhed

Studerende, ansatte og andre interesserede har som hovedregel adgang til information om bestyrelsens arbejde, herunder dokumenter om beslutningsgang (dagsorden m.v.), beslutningsgrundlag og bestyrelsesbeslutninger samt begrundelse. Bestyrelsen kan imidlertid undtagelsesvis undlade at give denne adgang, hvis sagernes karakter gør dem særligt følsomme. Der sondres i den forbindelse mellem to typer information; Fortrolig Information og Offentlig Tilgængelig Information.

Stk. 2   Ved Fortrolig Information forstås information, som formanden og bestyrelsens medlemmer forventes ikke at videregive til personer uden
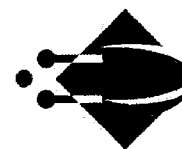
for bestyrelsen. Som eksempel på Fortrolig Information kan nævnes personsager (for eksempel ansættelse af rektor), økonomisk følsomme spørgsmål eller overvejelser om strategiske alliancer.

Stk. 3   Ved Offentlig Tilgængelig Information forstås information, som ethvert medlem af offentligheden kan få adgang til.

Stk. 4   Et dokument eksempelvis en dagsorden eller et referat kan indeholde såvel Fortrolig Information som Offentlig Tilgængelig Information. Hvis dette er tilfældet, betragtes dokumentet som Fortrolig Information. I tilknytning til den Fortrolige Information i dokumentet angives en kort begrundelse herfor. En offentlig tilgængelig version af dokumentet skal udarbejdes.

Stk. 5   Når et dokument indeholder såvel Fortrolig Information som Offentlig Tilgængelig Information, skal det klart være angivet, hvilke dele af informationerne der er fortrolige.

Stk. 6   Samtidig med at dagsordenen og baggrundsmateriale tilsendes bestyrelsens medlemmer, jf. § 6, stk. 3, offentliggøres den offentligt tilgængelige version af materialet på ITU's internetside, jf. 11, stk. 1.

Stk. 7   Bestyrelsesmedlemmer er berettiget til at drøfte Offentligt Tilgængelig Information med enhver, der har interesse i dette, også inden bestyrelsesmødet.

§ 10   Interne høringer

Rektor kan inden et bestyrelsesmøde bestemme at sende information, som påtænkes fremlagt for bestyrelsen, til intern høring blandt studerende og ansatte eller udvalgte grupper af disse.

Stk. 2   Hvis Fortrolig Information i forbindelse med en intern høring gøres tilgængelig for udvalgte grupper af studerende og ansatte, skal rektor orientere repræsentanten for ITU's videnskabelige personale, repræsentanten for det tekniske og administrative personale på ITU og repræsentanterne for de studerende på ITU i bestyrelsen om dette, herunder om hvem den Fortrolige Information er udleveret til. Repræsentanten for ITU's videnskabelige personale, for det tekniske og administrative personale og repræsentanterne for de studerende på ITU i bestyrelsen er herefter berettiget til at drøfte den relevante Fortrolige Information med de personer, som rektor har udleveret informationen til.
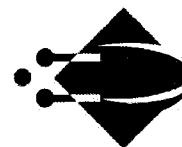
§ 11   Kommunikationspolitik

Universitetslovens krav om åbenhed i bestyrelsens arbejde forvaltes ved, at der oprettes en hjemmeside på ITU's internet-site med følgende indhold:

- bestyrelsens sammensætning (fx navn, titel, virksomhed, kontaktinformation)
- valgregler
- forretningsorden
- mødeplan
- Offentligt Tilgængelige Versioner af dagsordener, jf. § 9 stk. 3.
- Offentligt Tilgængelige Versioner af referater, jf. § 8 stk. 2.
- yderligere Offentligt Tilgængelige Versioner af materiale efter aftale med bestyrelsens medlemmer eller på foranledning af rektor.

Stk. 2   Rektor repræsenterer bestyrelsen i forhold til ansatte og studerende på ITU, medmindre bestyrelsen eller bestyrelsesformanden konkret beslutter andet.

Stk. 3   Uden for bestyrelsesmøderne udtaler bestyrelsesmedlemmer sig ikke i deres egenskab heraf til pressen om ITU, medmindre bestyrelsen eller bestyrelsesformanden konkret beslutter andet.

Stk. 4   Rektor repræsenterer i det daglige ITU udadtil i overensstemmelse med bestyrelsens instrukser og synspunkter, i det omfang der er tale om et bestyrelsesanliggende.

§ 12   Bestyrelsens formand

Bestyrelsesformanden er talsmand for bestyrelsen og varetager den løbende kontakt til rektor mellem bestyrelsesmøderne.

§ 13   Anbefalinger for god universitetsledelse i Danmark

Bestyrelsen gør i årsrapporten for ITU rede for, hvordan bestyrelsen har forholdt sig til anbefalingerne for god universitetsledelse, udarbejdet af udvalget "Universitetsbestyrelser i Danmark" og offentliggjort i december 2003, og i hvilket omfang anbefalingerne er implementeret i ledelsen af ITU.

§ 14   Ændringer og tillæg

Ændringer eller tillæg til forretningsordenen kan ske, såfremt et flertal af bestyrelsens medlemmer stemmer herfor.

Stk. 2   Forretningsordenen gennemgås årligt af bestyrelsen med henblik på at sikre, at den altid er tilpasset universitetets behov.
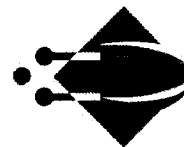
§ 15   Udlevering af forretningsordenen

En kopi af den til enhver tid gældende forretningsorden udleveres til bestyrelsens medlemmer og rektor. Disse modtager ligeledes et eksemplar af ITU's vedtægter.

Stk. 2   Såfremt nye medlemmer indtræder i bestyrelsen, skal forretningsordenen gennemgås med disse med henblik på at sikre, at medlemmet har gjort sig bekendt med og forstår denne forretningsorden.

Således besluttet og godkendt ved bestyrelsesmøde, fredag den 19. september 2014

På bestyrelsens vegne

_____

Jørgen Lindegaard
Formand

IT-Universitetet

i København

Journalnr.: 021-0003

Rules of Procedure

The Board
IT University of Copenhagen (ITU)

§ 1   Authority of the Rules of Procedure

These Rules of Procedure are drawn up according to the regulations for the IT University of Copenhagen, § 10, no. 17.

§ 2   Age limit

Members of the Board should resign, at the latest, by the end of the quarter when the member reaches 70 years.

§ 3   Training of Board Members

The Vice Chancellor introduces all new Members of the Board, including a possible new Chairman, to the ITU and its guidelines of activities. The ITU's Accounting & Budgeting Manager introduces new Members of the Board to the ITU's finances.

Ss. 2   By agreement with the Vice Chancellor relevant supplementary courses can be given to the Chairman of the Board and the Members of the Board.

§ 4   Information about incapacity

When joining, the new Members of the Board are immediately obliged to inform the Board of any circumstances that can be of importance to the Member's capacity in connection with being on the Board.

§ 5   Numbers and summons of Board Meetings

Board meetings are held at least three times a year, and otherwise, when the Chairman of the Board finds it necessary or, when requested by a Member of the

Board or the ITU Executive Management. Beyond this, a yearly Strategy Seminar is held. The regular Board meetings and the yearly strategy seminar are held according to a previously determined and public available plan, typically once every quarter at 14:00 – 17:00. The meeting plan is worked out according to the following guidelines:

- At the end of April: Board meeting concerning approval of annual accounts of the previous year (the time is determined in consideration for the Board´s signing of the annual accounts before May 1); discussion of fulfillment of goals for the ended year; discussion of accounting figures for the ended year.
- At the beginning of June: Strategy seminar, including discussion of overriding financial guidelines and dispersion of means for different purposes.
- Mid-September: Board meeting working out a draft of strategic focus areas for the coming year and first draft of budget; self-evaluation of the Board´s work; evaluation of the work of the Executive Management of the University and of the cooperation between the Board and the Executive Management of the University; and the work schedule of the meetings for the following year.
- At the end of November: Board meeting concerning budget decision; goal figures for the coming year.

Ss. 2   Meeting plan is worked out for one calendar year at a time and is decided, at the latest, at the second last regular board meeting in the calendar year. The meeting plan contains specifications of regular meetings, pre-meetings between the Chairman of the Board and the Vice Chancellor, and dates for sending out the minutes.

Ss. 3   If needed, an extraordinary Board Meeting is summoned concerning the consideration of sudden, urgent business, or in connection with retraction of a previous decision of the board, cf. § 7, subs. 12. Date and time of an extraordinary Board Meeting is determined by the Chairman of the Board, in cooperation with the Vice Chancellor and is summoned with the longest possible notice.

Ss. 4   If it becomes necessary to change date and/or time of a previously scheduled meeting, it is aimed to plan the meeting so that all Board Members can be present at the changed date and/or time.

§ 6   Agenda

Agendas for the Board Meetings are worked out by the Vice Chancellor and must specify which matters are being discussed, the enclosures belonging to the matter (numbered consecutively), and the Vice Chancellor`s comments, elaborating on the matters. In addition to this, the agenda must specify whether the respective matters are for decision, discussion or briefing.

Ss. 2   At every Board Meeting, the agenda must contain at least the following items:

1. Final approval of minutes from the previous meeting
2. Briefing by the Vice Chancellor
3. Follow-up on accounts
4. Any Other Business

Ss. 3   Items, which a Member of the Board wishes to be discussed at a future meeting, are sent in writing to the Vice Chancellor, at the latest, 8 days previous to the Vice Chancellor´s pre-meeting with the Chairman of the Board. This pre-meeting takes place when proposals for the agenda and the Vice Chancellor´s comments on the agenda are worked out, so that a final agenda can be sent out to the Members of the Board, with a minimum of 8 days previous to the Board Meeting.

Ss. 4   The Vice Chancellor is under obligation to include all suggestions in writing received in time for the agenda in the material that the Vice Chancellor sends to the Chairman of the Board, previous to the meeting mentioned in subsection 3.

Ss. 5   Matters, which the Vice Chancellor lays before the Board, ought to be finalized to the point, that only requires the Board to take a stand. In case of doubt, it is for the Board to decide which cases to consider.

Ss. 6   The Chairman of the Board decides in concert with the Vice Chancellor which matters are considered as Confidential Information, cf. § 9. Until the meeting is held, the Board Members are under an obligation to respect the decision on which matters to consider as Confidential Information.

§ 7   Board Meetings

The Board Meetings are managed by the Chairman.

Ss. 2   As starting point, the Board Meetings take place at the IT University´s address, but can take place elsewhere, if the Chairman decides so.

Ss. 3   Board Meetings are conducted in English, if at least one participant does not speak Danish; otherwise in Danish. Written material prepared in-house and enclosed for use at Board Meetings must be in English. This includes the agenda, the Vice Chancellor´s comments on the items of the agenda, and all enclosures prepared in-house after October 1st, 2011. Enclosures that are not authored at the University or are written before October 1st , 2011, may be in Danish. As from October 1st , 2011, minutes from the meetings will be in English only. In accordance with the language policy of the University, translation of
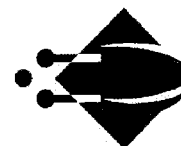
documents from Danish into English and English into Danish should be avoided; documents should exist in English or Danish, not in both Danish and English.

Ss. 4   Regrets for a summoned meeting are communicated immediately to the Vice Chancellor.

Ss. 5   The Board Meetings are public. However, the Board can decide that a matter is considered behind closed doors if the character of the matter requires this, cf. § 11 in the regulations of the IT University of Copenhagen.

Ss. 6   In case of the Chairman is prevented from attending, the Deputy Chairman, if such is appointed, manages the Chairman´s job according to regulations and rules of procedure, and the authorities and duties given to the Chairman in regulations and rules of procedure.

Ss. 7   A Board Member, who is disqualified in relation to a matter considered by the Board, has a duty to immediately inform the Board about this. The Board decides whether the Member can join the consideration of the matter in question, or not.

Ss. 8   The Board forms a quorum when at least four Members and the Chairman are present. The Board decides on a matter by simple majority of votes and by verbal voting; however, for decision on budget proposal, engagement and dismissal of Vice Chancellor and the rest of the University´s Executive Management, strategy for the University's long-term activities and management, major deviations from the Board´s decided budget and change of regulations, at least five Members of the Board and the Chairman must be present, and at least five Members and the Chairman must vote in favor of the proposal. When there is a parity of votes, the Chairman´s vote is decisive.

Ss. 9   The Board can make decisions by voting in writing, however not on those matters to which a decision demands that at least five Members of the Board and the Chairman vote in favor for.

Ss 10   A Board Member, who is prevented from being present at a Board Meeting, can vote by written authority.

Ss. 11   At a Board Meeting, a majority of the Board Members can decide to change the Chairman of the Board´s and the Vice Chancellor´s decision on handling information as Confidential Information, so that this information or a summary of this is handled as Public Available Information, cf. § 9.

Ss. 12   The joint Board decides immediately after the discussion of a matter at a Board Meeting whether the total or parts of the minutes of the matter have to be Confidential Information, cf. § 9.

Ss. 13   In very special cases and only at a Board Meeting, the Board can withdraw a decision made by the Board. Such a withdrawn decision is made public the usual way on the internet, with clear specification that it concerns a withdrawn decision. A withdrawn decision is not made public available, if it concerns Confidential Information, cf. § 9.

§ 8   Minutes

The minutes taker writes the resolution minutes with clear specification of

- time and place for the meeting
- participants
- agenda
- conclusions and decisions

In addition to this, the minutes must contain important opinions on a specific issue expressed by the Chairman or the Members of the Board. The Chairman/a Member of the Board also has the right to get stated a possible note of dissent.

Ss. 2   The minutes are sent to the Members of the Board, at the latest, 8 days after a held meeting, and must contain specification of 8 days for the deadline for objections. If no objections are received in writing within this deadline, the minutes are regarded as approved, and decisions made at and initiatives taken at the meeting subsequently can be effectuated, and the Public Available Information of the minutes can be made public, cf. § 11, ss. 1.

If objections of essential character do occur within the deadline of objections, revised minutes (with and without proofreader´s marks) must be sent out to the Members of the Board with a further 8 days for the deadline for objections.

If there are no objections after this deadline of objections, the minutes can be made public. If there are further objections after this deadline of objections, the publication of the minutes awaits approval at the next Board Meeting.

Ss. 3   The minutes are formally approved as the first issue at the next Board Meeting.

Ss. 4   Members of the Board, who have not been present at a Board Meeting, are obliged to acquaint themselves with the contents of the minutes from the relevant meeting.
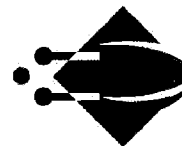
§ 9   Openness

Students, staff and others interested have, as a principal rule, access to information on the Board´s work, including documents on the decision process (agenda etc.), basis for Board decisions and their arguments. However, in exceptional cases the Board can deny this access, if the character of the matters makes them exceptionally sensitive. Regarding these matters are two types of information distinguished; Confidential Information and Public Available Information.

Ss. 2   Confidential Information is information, which the Chairman and the Members of the Board are expected not to pass on to persons outside of the Board. Examples of Confidential Information can be mentioned personal matters (for example, hiring of the Vice Chancellor), financially sensitive questions, or considerations on strategic alliances.

Ss. 3   Public Available Information is information, which any member of the public has access to.

Ss. 4   A document, for example, an agenda or minutes, can contain Confidential Information as well as Public Available Information. If such is the case, the document is considered as Confidential Information. In connection with the Confidential Information in the document is specified a short explanation. A Public Available version of the document must be worked out.

Ss. 5   When a document contains Confidential Information, as well as Public Available Information, it must be clearly specified which parts of the information are confidential.

Ss. 6   At the same time as the Agenda and the background material are sent to the Members of the Board, cf. § 6, ss. 3, the Public Available version of the material is made public at the University's webpage, cf. § 11, ss. 1.

Ss. 7   Board Members are entitled to discuss Public Available Information with anyone who has an interest in this, also previous to the Board Meeting.

§ 10   Internal submissions

Previous to a Board Meeting, the Vice Chancellor can decide to submit information, which is intended to be presented to the Board, to students and employees, or selected groups of such.

Ss. 2   If Confidential Information in connection with an internal submission is made public to selected groups of students and employees, the Vice
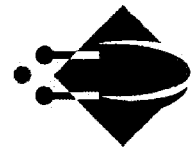
Chancellor must inform the representative for the University's researchers, the representative for the technical and administrative staff at the University, and the representatives for the Universtity's students about this, including to whom the Confidential Information has been given. The representative for the university's researchers, the representative for the technical and administrative staff, and the representatives for the students at the University on the Board are subsequently entitled to discuss the relevant Confidential Information with those, to whom the Vice Chancellor has given the information.

§ 11   Communication Policy

The demand in the University Law on openness in the Board's work is managed by the setting up of a webpage on the University's internet-site containing the following:

- the Board's composition (for example name, title, work, contact information)
- Election Rules
- Rules of Procedure
- Meeting Plan
- Public Available versions of Agendas, cf. § 9 stk. 3
- Public Available versions of Minutes, cf. § 8 stk. 2.
- Further Public Available versions of material by agreement with the Members of the Board, or at the request of the Vice Chancellor.

Ss. 2   The Vice Chancellor represents the Board in relation with staff and students at the University, unless the Board or the Chairman of the Board actually decides otherwise.

Ss. 3   Outside of the Board Meetings, the Board Members do not declare themselves as such to the press, unless the Board or the Chairman of the Board actually decides otherwise.

Ss. 4   The Vice Chancellor represents, in everyday life, the University publicly, according to the Board's instructions and views to the extent it concerns Board matters.

§ 12   Chairman of the Board

The Chairman of the Board is spokesman for the Board and manages current contacts to the Vice Chancellor between the Board Meetings.
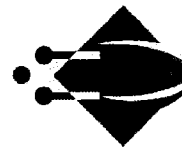
§ 13   Recommendations for Good University Management in Denmark

In the University´s Annual Report, the Board must explain how the Board has decided on the Recommendations for Good University Management , worked out by the committee, "University Boards in Denmark", and made public in December 2003, and explain to what extent the recommendations are implemented in the management of the University.

§ 14   Changes and Addenda

Changes of or addenda to the Rules of Procedure are possible, if a majority of the Board votes in favor for.

Ss. 2   The Rules of Procedure are reviewed yearly by the Board to ensure that they are always adjusted to the demands of the University.

§ 15   Issue of the Rules of Procedure

Copies of the updated Rules of Procedure are issued to the Board Members and the Vice Chancellor. They also receive a copy of the University´s regulations.

Ss. 2   If new Members join the Board, the Rules of Procedure are reviewed to ensure that the members have made themselves acquainted with and understand these rules.

Thus decided on and approved at the Board Meeting, Friday September 19, 2014

On behalf of the Board,

_____
Jørgen Lindegaard
Chairman

Enclosure 8

ITU-Board Self-evaluation Questionnaire

Board Member:

Date:

5 = Yes, totally agree, **4** = Yes, partly agree, **3** = No, disagree, **2** = No, totally disagree, **1** = ?/do not know

The Board´s size and composition

Please mark the appropriate box with an "x"

		5	**4**	**3**	**2**	**1**
1)	Does the ITU Board have the right size?	☐	☐	☐	☐	☐

Comments/suggestions:

		5	**4**	**3**	**2**	**1**
2)	Does the recruitment of new Board Members happen in an appropriate manner?	☐	☐	☐	☐	☐

Comments/suggestions:

3) Does the Board, as a whole, have the right qualifications within

- *Higher education?*
- *Research?*
- *Finances?*
- *Market conditions?*
- *Strategy?*
- *IT?*
- *Management?*

(boxes: 5 4 3 2 1 for each item)

Comments/suggestions:

4) Does the Board have the right composition of members in relation to

- Field of qualifications?
- Age distribution?

(boxes: 5 4 3 2 1 for each item)

Comments/suggestions:

5) In what way do you personally contribute to the work of the ITU Board?

Comments:

Board Meetings

6)   Is the material sent out before the meetings

- Sufficiently clear and comprehensable?
- Of adequate quantity?
- Sufficient as basis for decisions?

☐ ☐ ☐ ☐ ☐
☐ ☐ ☐ ☐ ☐
☐ ☐ ☐ ☐ ☐

Comments/suggestions:

7)   Does the agenda for the meetings cover issues relevant to the Board´s work?

☐ ☐ ☐ ☐ ☐

Comments/suggestions:

8)   Is further information between the board meetings necessary?   Yes: ☐   No: ☐

Comments/suggestions:

9)   Do the Board Members have sufficient access to the information needed?   ☐ ☐ ☐ ☐ ☐

Comments/suggestions:

10)   Is the present number of board meetings sufficient?   ☐ ☐ ☐ ☐ ☐

Comments/suggestions:

11)   Do the board meetings last the right amount of time?   ☐ ☐ ☐ ☐ ☐

Comments/suggestions:

12)   Is there enough time to adequately discuss the individual items on the agenda at the board meetings?   ☐ ☐ ☐ ☐ ☐

Comments/suggestions:

13)   Is the dialogue sufficiently open and free and does everybody get a chance to speak?   ☐ ☐ ☐ ☐ ☐

Comments/suggestions:

14)   Do the individual Board Members take an active part in the board meetings?   ☐ ☐ ☐ ☐ ☐

Comments/suggestions:

15)   Do the individual Board Members contribute with independent positions on the issues being discussed at the board meetings?   ☐ ☐ ☐ ☐ ☐

Comments/suggestions:

16) Is the clarification of the issues being discussed at the board meetings adequate? □ □ □ □ □

Comments/suggestions:

The Board´s work

17) Is the Board´s current evaluation of the budget of the ITU satisfactory? □ □ □ □ □

Comments/suggestions:

18) Is the Board´s current position on the strategic conditions of the ITU satisfactory? □ □ □ □ □

Comments/suggestions:

19) Does the Board sufficiently focus on the risk factors that can influence the future goals and position of the ITU? □ □ □ □ □

Comments/suggestions:

20) Does the Board focus on the right problems? □ □ □ □ □

Comments/suggestions:

21) Does the Board supervise the activities of the ITU sufficiently? □ □ □ □ □

Comments/suggestions:

22) Does the Board interact actively with the Management concerning the development of the ITU? □ □ □ □ □

Comments/suggestions:

23) Is the interaction between the Board and the Management satisfactory? □ □ □ □ □

Comments/suggestions:

24) As a whole, is the work of the ITU Board satisfactory? □ □ □ □ □

Comments/suggestions:

The Boards´s chairmanship

25) Is the interaction between the Board and the Chairman/chairmanship of the Board satisfactory? ☐ ☐ ☐ ☐ ☐

Comments/suggestions:

26) Is the management of the Board´s work efficient? ☐ ☐ ☐ ☐ ☐

Comments/suggestions:

27) Does the Chairman/chairmanship of the Board make sure that the Board focuses on the right problems? ☐ ☐ ☐ ☐ ☐

Comments/suggestions:

28) Does the Chairman of the Board make sure that the board meetings are sufficiently efficient and constructive? ☐ ☐ ☐ ☐ ☐

Comments/suggestions:

29) Does the Chairman/chairmanship of the Board make sure that a reasonable and regular evaluation of the strategies and of the implementation of these takes place? ☐ ☐ ☐ ☐ ☐

Comments/suggestions:

Evaluation of the Board

30) Is it relevant to have regular evaluations of

- The individual Board Member´s commitment to and qualifications for the board?
- The Board´s composition, efficiency, etc., as a whole? ☐ ☐ ☐ ☐ ☐

Comments/suggestions:

Evaluation of the Executive Management

31)   Is the work of the Management satisfactory?   ☐ ☐ ☐ ☐ ☐

         Comments/suggestions:

Evaluation of the co-operation between the Board and the Management

32)   Is the co-operation between the Board and the Management satisfactory?   ☐ ☐ ☐ ☐ ☐

         Comments/suggestions:

Other conditions

33)   Should other conditions, among these suggestions of improvements to the work
        of the ITU Board, be part of the discussion?   ☐ ☐ ☐ ☐ ☐

        Comments/suggestions: