For the Members of the Board

September 13, 2017

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 21, 2017, 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 Targets and Strategic Targets (briefing)
   Enclosure 1: Development Contract Targets for 2017 (as of June 30, 2017)
   Enclosure 2: Strategic Targets for 2017 (as of June 30, 2017)

3. Half-year Accounts and Prediction for the Result of 2017 (briefing)
   Enclosure 3: Accounts of IT University of Copenhagen as per June 30, 2017

Confidential items:

4.

5.

6.

Public items:

7. Framework Budget 2018 – 2020 (decision)
   Enclosure 7: Framework Budget 2018 – 2020

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

9. Governing Election Rules Alteration (decision)
   Enclosure 9a: Proposition from the Chairman of the Election Committee
   Enclosure 9b: Rules Governing Elections at ITU (with mark-ups)

10. The Board´s Self-evaluation 2017 (decision)
   Enclosure 10: ITU Board Self-evaluation Questionnaire (revised version)

11. Questions regarding mail delivered briefings (briefing)

12. Any Other Business

The Executive Management´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 6, 2017 have been received.

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

Item 2: Follow-up on Result Targets and Strategic Targets (briefing)
Enclosure 1: Development Contract Targets for 2017 (as of June 30, 2017)
Enclosure 2: Strategic Targets for 2017 (as of June 30, 2017)

Concerning T2, note that students graduating in 2017 will reach the target reduction in completion times, so that the goal will be green in 2018. (The goal for 2018 refers to students who graduated in 2017.)

Concerning T3, note that the graduate unemployment rate is down by five percentage point since 2016 and that the goal therefore is satisfied. In part, however, this is due to the Ministry changing the way it measures graduate unemployment rates; it is still the case that two of ITU's MSc programmes have graduate unemployment rates above the national average, so the revision of those two programmes is still relevant.

Concerning T13, note the positive development concerning ratio of female students.

Concerning T14, the reason we have coloured it yellow and not green is that if three women out of the seventeen, who were admitted, drop out by October 1st, the goal will be red.

Item 3: Half-year Accounts and Prediction for the Result of 2017 (briefing)

Enclosure 3: Accounts of IT University of Copenhagen as per June 30, 2017

The Executive Management refer to the enclosure itself.

Confidential items:

Item 4:

Item 5:

Item 6:

Public items:

Item 7: Framework Budget 2018 – 2020 (decision)
Enclosure 7: Framework Budget 2028 – 2020

Recommendation:
See enclosure 7.

Item 8: Rules of Procedure Review (decision)
Enclosure 8a: Revideret Forretningsorden (in Danish)
Enclosure 8b: Revised 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.

Due to a legal change of the date of sending in the signed and approved Annual Report to the respective authorities (from May 1 to April 15) at the latest), it is recommended to change the date in § 5, Ss 1, first item, likewise.

In addition, it seems natural in 2017 to cancel § 13 regarding the Board´s implementation of "Recommendations for Good University Management" made public in 2003. Subsequently, the number of the following § 14 and § 15 are changed to 13 and 14, respectively.

Recommendation:
The Executive Management recommend that the Rules of Procedure, decided on and approved on September 19, 2014, are changed so that the date in § 5, Ss 1, first item, is changed to April 15, and § 13 is deleted.

Item 9: Governing Election Rules Alteration (decision)
Enclosure 9a: Proposition from the Chairman of the Election Committee
Enclosure 9b: Rules Governing Elections at ITU (with mark-ups)

See the enclosures.

Recommendation:
The Executive Management recommend that the proposition from the Chairman of the Election Committee be approved.

Item 10: The Board´s Self-evaluation 2017 (decision)
Enclosure 10: ITU Board Self-evaluation Questionnaire (revised version)

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, which has been revised and reduced from 33 to 22 questions, the following procedure is recommended:

1) *Each member of the Board receives a questionnaire in the end of September 2017. The questionnaire is filled in and returned by e-mail to the Chairman of the Board, e-mail:* mvir@dr.dk *(with cc to* gigr@itu.dk*)* **on Monday, October 9, 2017, at the latest.**

2) *With the filled in questionnaire as starting point, the Chairman of the Board has a potential 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 23, 2017, the Chairman of the Board will present her observations from the filled in questionnaires and 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 11: Questions regarding mail-delivered briefings (briefing)
- E-mail 2017-06-16: Articles of Association of the IT University of Copenhagen – approved and signed by the minister
- E-mail 2017-06-07: Information on Accounts of the ITU as per March 31, 2017
- E-mail 2017-04-24: Information on Political Agreement Regarding Proposed Amendment to the Danish University Act (Better Management Conditions)

Item 12: Any Other Business

Yours sincerely,

Gitte Gramstrup
Assistant to the Executive Management

Follow-up on Development Contract Targets for 2017

The report stated in the chart below represents the results after the second quarter 2017.

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 stu-dents 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 2017 course evaluation score is 4.77. Based on the Autumn 2017 course evaluation there will be a follow-up after fourth quarter 2017.	

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| Target	Description	Comments	Status
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 by the Ministry of Higher Education and Science to be 10.5 months in 2017 for the BSc and MSc graduates combined. That is a decrease of 1.1 month compared to 2011. The target is not achieved in 2017, but contrary, it is expected to be fully achieved in the future years.	🔴
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 nine per cent in 2017. The target is achieved in 2017.	🟢
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 2017.	⚪
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.	Nine MSc students, who qualified at a Danish educational institution other than the IT University, have been admitted in Spring 2017. In Autumn 2017, approximately 220 applicants, who have qualified from a Danish educational institution other than the IT University, are expected to be admitted. There will be a follow-up after third quarter 2017.	🟡

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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.	A proposal for a structural revision of the MSc study programmes was considered and the Executive Management adopted various action plans for the various parts of the proposal at the end of 2016. In 2017, work continues according to the action plans and different initiatives have been carried out in the first part of the year. Work is progressing as planned.	🟢
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.	Work is progressing as planned. There will be a follow-up after fourth quarter 2017.	🟢

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Target	Description	Comments	Status
T8	At the end of 2016, there exist Programme-Specific Employers' Panels Reports for all study programmes. At the end of 2017, the Executive-level Employers Panel expresses in their annual report that the university to a satisfactory degree adjusts its portfolio of study programmes to match employers' needs.	On a scale from 1 to 6 where 1 is "strongly disagree" and 6 is "strongly agree" the IT University gets an average score on 4.7 to the question: "Overall, the IT University´s study programmes give the students the competences needed for the future job market". This analysis is given by the Programme-Specific Employers´ Panels in the 2017 Excecutive-level Employers´ Panel Report. Furthermore, the Executive-level Employers´ Panel states: "Generally, the Programme-Specific Employers´ Panels are very satisfied with the IT University´s effort and think there is a solid interest in receiving and implementing the recommendations given by the panels". The target is achieved in 2017.	🟢
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 1,000,000 DKK per senior-faculty FTE of which there are 57. The total spending after the second quarter is 10,800,000 DKK corresponding to 189,900 DKK per senior-faculty FTE. It is estimated that the total usage of external funding will be 28,803,000 DKK in 2017 corresponding to 505,000 DKK per senior-faculty FTE and a target fulfillment of 51 per cent.	🔴

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Target	Description	Comments	Status
T10	The number of PhD students admitted during the year should be at least 14 in 2015, 18 in 2016 and 22 in 2017.	11 PhD students are admitted. Further two PhD students are offered admission and five PhD students are expected to be admitted, totaling 18 admitted PhD students in 2017. It is very unlikely, that the target will be achieved.	🔴
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.	Two tuition fee-free PhD students and two Industrial PhD students are admitted. The target is achieved in 2017.	🟢
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. The result will not be known until 2018.	⚪

Enclosure 2

Follow-up on the Strategic Targets for 2017

The report stated in the chart below represents the results after the second quarter 2017.

Signature:

⬤ (green)   The time and activity schedule of the target has been kept.

⬤ (yellow)   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.

⬤ (red)   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.

◯ (white)   The time and activity schedule of the target has not yet launched, or data is not yet available.

Target	Description	Comments	Status
T13	The IT University admits at least 140 students on the Study Programme Bachelor in Software Development in 2017. Quota 1 applicant´s grade points are at least 7.0 and at least 25 of the admitted students are women.	The IT University has offered admission to 160 applicants. The estimate is that approximately slightly above 140 students are admitted in Autumn 2017. Quota 1 applicants offered admission have grade points from 8.5 and above. 35 women have been offered admission. There will be a follow-up after third quarter 2017.	⬤ (green)

Target	Description	Comments	Status
T14	The IT University admits at least 50 students on the Study Programme Bachelor in Data Science in 2017. The grade point for all admitted through quota 1 is at least 7.0 and at least 15 of the admitted students are women.	The IT University has offered admission to 70 applicants. The estimate is that slightly above 50 students are admitted in Autumn 2017. Quota 1 applicants offered admission have grade points from 8.0 and above. 17 women have been offered admission. There will be a follow-up after third quarter 2017.	🟡
T15	ITU as a whole lives up to the performance standards set by the PP-model, i.e., the total number of PP points produced by the institution as a whole should be greater than or equal to the performance points prescribed by the PP model.	It´s too early to measure this target. There will be a follow-up after fourth quarter 2017.	⚪
T16	The IT University admits at least 40 students on its Master in IT Management Programme in 2017.	Four students are admitted on Master in IT Management in Spring 2017. In Autumn 2017, further 45 applicants are offered admittance, and there are more applicants that are interested on a waiting list. There will be a follow-up after third quarter 2017.	🟢

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Enclosure 3

Accounts of the IT University of Copenhagen, as per 30 June 2017

This report presents the second quarter actual accounts and the revised forecast of August 2017 including a cash flow forecast and revised assumptions and uncertainties.

Table 1 shows an overview of income, costs and equity over a three year period. Executive Management expects the year-end result to improve from DKK –2.0 M to DKK -1.9 M compared to the April forecast 2017. Most notable, income has improved significantly, which is mainly due to the significant study progress of MSc students. After the second quarter, we align personnel costs to staff forecasts from the new departments. We elaborate on income and costs in the section *Second quarter financial follow-up.*

Table 1: Overview of income, costs and equity

Financial items (KDKK)	Actual 2015	Actual 2016	Budget 2017	FCST 2017 April	FCST 2017 August
Income	281,452	263,243	261,756	272,252	277,628
Personnel costs	-156,294	-160,434	-172,481	-173,692	-178,515
Other operating costs	-106,413	-96,452	-100,622	-101,933	-103,741
Profit from ordinary operations	**18,745**	**6,357**	**-11,348**	**-3,373**	**-4,628**
Financial income and costs	1,809	2,815	1,395	1,390	2,690
Profit, year-end	**20,554**	**9,172**	**-9,953**	**-1,983**	**-1,938**
Equity, end-year	**69,115**	**78,287**	**68,335**	**76,305**	**76,350**
Equity/income ratio	**0.25**	**0.30**	**0.26**	**0.28**	**0.28**

Table 2 shows the forecast on staff. The net increase in scientific staff reflects an alignment of staff to course manning schedules and new expectations for external research funding. After the second quarter, the Department of Finance and Personnel has thoroughly checked the personnel costs of each new department and matched it to the staff forecast.

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Table 2: Staff forecast

Staff Forecast (FTE)	April	Change	August
Full-time scientific, seniors	62.3	-1.4	60.9
Full-time scientific, non-seniors	80.5	7.0	87.5
Full-time scientific staff	**142.8**	**5.6**	**148.4**
Part-time scientific, external lecturers	14.9	-2.1	12.9
Part-time scientific, others	30.5	0.0	30.5
Part-time scientific staff	**45.4**	**-2.1**	**43.4**
Technical and administrative staff	**142.6**	**-0.6**	**141.9**
Staff total	**330.7**	**2.9**	**333.7**

Second Quarter financial follow-up

In Table 3, we show the estimated income and cost compared to actual accounts at the end of the second quarter, and the latest forecast as of August 2017. In general, the estimate per June 30 is equal to half of the April forecast. We elaborate on deviations and changes above DKK 0.5 M for each budget item in the following sections.

Table 3: Break down of income and costs

Budget items (KDKK)	Estimate per June 30	Actual per June 30	Deviation per June 30	FCST 2017 April	Change	FCST 2017 August
Government grants	115,814	117,373	1,559	231,628	3,119	234,746
Tuition fees	3,856	4,111	256	7,711	511	8,223
External research funding	13,615	10,837	-2,778	27,230	1,573	28,803
Facilities subleasing	1,299	877	-422	2,598	-625	1,973
Other income	1,542	1,974	432	3,084	799	3,883
Income	**136,126**	**135,173**	**-953**	**272,252**	**5,377**	**277,628**
Personnel costs	44,219	43,789	-430	88,437	3,598	92,035
Other operating costs	5,040	3,412	-1,628	10,080	627	10,707
Departments	**49,258**	**47,201**	**-2,058**	**98,517**	**4,225**	**102,742**
Personnel costs	7,926	6,962	-964	15,852	1,142	16,994
Other operating costs	2,010	1,828	-182	4,020	877	4,896
External research	**9,936**	**8,790**	**-1,146**	**19,872**	**2,018**	**21,890**
Personnel costs	34,701	34,317	-384	69,403	84	69,487
Other operating costs	15,250	15,382	132	30,500	3,277	33,777
Technical and administrative departments	**49,951**	**49,699**	**-252**	**99,902**	**3,361**	**103,263**
Building	**26,452**	**24,864**	**-1,587**	**52,903**	**222**	**53,125**
Management pools	**0**	**0**	**0**	**4,431**	**-3,195**	**1,236**
Ordinary operating costs	**135,597**	**130,553**	**-5,044**	**275,625**	**6,631**	**282,256**
Profit from ordinary operations	**529**	**4,620**	**4,091**	**-3,373**	**-1,255**	**-4,628**
Financial income and costs	**695**	**1,882**	**1,187**	**1,390**	**1,300**	**2,690**
Profit	**1,224**	**6,502**	**5,278**	**-1,983**	**45**	**-1,938**

Departments consists of Computer Science, Digital Design, Business IT, the Study Board, the PhD School and the Library.

Technical and administrative departments consists of Student Affairs and Programmes, Research Support and Learning Support, the Communication Department, the IT Department, Facilities Management, the Department of Finance and Personnel, Executive Management and finally provisions for holiday pay, parental leave, taxes and other company matters.

Building consists of rent including property taxes and other building costs according to the Danish Facilities Management Benchmark (DFM-benchmark). The DFM-benchmark includes costs for building maintenance, installations, utility companies, cleaning, security and other services.

Government grants and tuition fees (+3.1 M)
Actual income is above the estimate per June 30 by DKK 1.6 M, caused by the improved study progress of especially MSc students.

As we show in table 4, student activity increases by DKK 8.4 M. The Study Progress Reform has motivated especially MSc students to complete their education faster and thus count towards an increase in students FTEs and completion bonuses. In 2017, we expect the IT University to fulfil the target of the Study Progress Reform, and thus the Government will not reduce completion bonuses of IT University. In order to keep the sector wide budget within the Finance Act, the Government may later on announce a general rate reduction.

At the end of 2016, the Ministry of Higher Education and Research made an additional grant of DKK 6.0 M for software research, which we initially recorded as income in 2017. However, we consider recording a part of the additional grant each year a more fair presentation. Thus, we record one fifth each year until 2021, and downsize the income by DKK 4.8 M, i.e. from DKK 6.0 M to DKK 1.2 M in 2017.

Table 4: Student activity forecast

Study Activity Forecast		April		Change		August
	units	KDKK	units	KDKK	units	KDKK
Students, BSc	540	49,900	-3	-234	538	49,667
Students, MSc	745	68,811	34	3,174	779	71,985
Students, guests and foreign scholarship students	38	4,605	-1	-126	37	4,479
Students, full-time (FTE)	**1,323**	**123,316**	**30**	**2,815**	**1,353**	**126,131**
Students, part-time (FTE)	**83**	**10,045**	**6**	**702**	**89**	**10,747**
Completion, BSc + MSc	**378**	**10,335**	**49**	**4,913**	**427**	**15,247**
Other student activity		**1,070**		**-0**		**1,070**
Total income from study activity		144,766		8,430		153,195

External research funding (+1.6 M)

Actual income is below the estimate as per June 30 by DKK 2.8 M. We expect external research activities to increase during the second half of the year as in previous years.

The most recent external research funding forecast from Research Support shows an increase of DKK 1.6 M. Furthermore, Research Support expects some of our most recent research grants to increase activities significantly during the second half of the year.

Facilities subleasing and other income (-0.6 M)

The actual income follows the estimate as per June 30.

Currently, we do not offer vacancies for subleasing and have adjusted the forecast accordingly. It is most likely, that the strategic growth in education and research will require additional space for students and staff.

Other income rises due to new activities at ITU Professional Courses in the second half of the year.

Departments (+4.2 M)

The actual spending is below the estimate as per June 30 by DKK 2.1 M. We expect department activities will pick up in the second half of the year as in previous years.

The forecast shows an increase in personnel costs of DKK 3.6 M, which reflects alignment of personnel costs to staff forecasts from the new departments and funds from management pools to support strategic actions such as SparkIT. Secondly, the increase also reflects an increase in teaching.

External research (+2.0 M)

Actual spending is below the estimate as per June 30 by DKK 1.1 M. We expect external research activities to increase during the second half of the year as in previous years.

We adjust the external research spending upwards by DKK 2.0 M. Firstly, to match the rise in funding. Secondly, we reduce the overhead contribution of research projects from 27 pct. to 24 pct., based on a recalculation of average overhead contribution after the second quarter.

Technical and administrative departments (+3.4 M)

The actual spending follows the estimate as per June 30.

The forecast rises by DKK 3.4 M, which includes funds transferred from the management pools to support strategic actions such as marketing and developing the management information systems. Furthermore, we move forward IT investments from 2018 to 2017.

Building (+0.2 M)

The actual spending is below the estimate as per June 30 by DKK 1.6 M as Facilities Management plan most building maintenance for the summer holidays.

We have made no significant adjustments to the building costs in forecast April.

Management pools (-3.2 M)
Management pools have dropped by DKK 3.2 M, which reflects transfers to other budget items in order to support strategic actions.

Financial income and costs (+1.3 M)
Financial income is above the estimate as per June 30 by DKK 1.2 M. We adjust the financial income with an increase of DKK 1.3 M, according to the latest report from Danske Capital. Gain and loss on investments will fluctuate further during the year.

Cash flow forecast

The exceptionally high cash holdings by the start of the year is due to prepayments of external research funding of DKK 20.8 M in 2016, which have been transferred to our partners throughout the first quarter of 2017. Furthermore, the additional government grant for research of DKK 6.0 M and the positive result of 2016 also contribute to a rise in cash holdings.

The cash flow forecast below shows a positive cash flow throughout the year. The Department of Finance and Personnel monitors the cash flow regularly, and advices Executive Management on cash transfers to the investment portfolio.

The cash flow peaks low in February, May, August and November due to the quarterly payments of rent and due to the annually property tax payment in January. By the end of the year, cash holdings decline further due to annual payments of large operating agreements.

Figure 1: Cash flow forecast

Cash flow forecast 2017
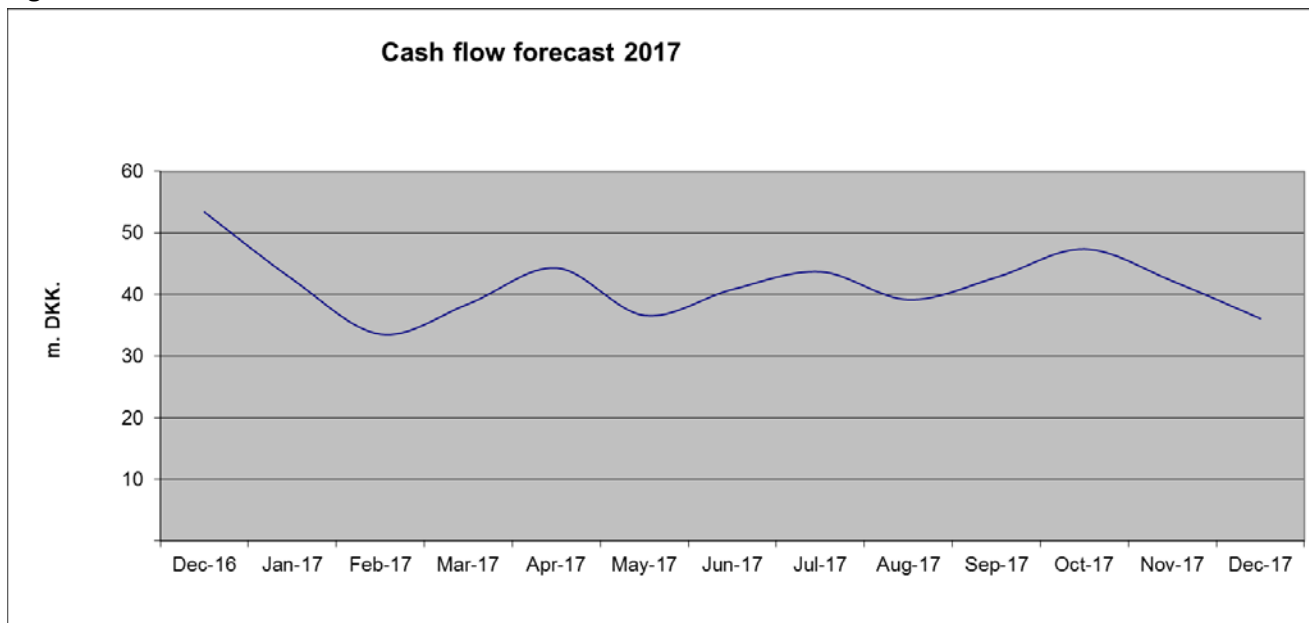
Assumptions and uncertainties

In general, government grants are subject to the over-all inherent uncertainty of end year adjustments to government grants for education according to the Finance Act. The student activity forecast shows a significant rise in MSc student completions in 2017 due to the Study Progress Reform. At other universities, student activity and completions are significantly higher than expected as well. This sector wide rise may result in a reduction of the Government Finance Act rates of 2017. Partly, because the completion bonus pool is a fixed amount, and partly because the Minister of Higher Education and Research must comply with the National Budget for Education regardless of higher student activity.

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

Expected capital gain on investments is estimated at DKK 2.7 M for now. However, the capital markets are somewhat volatile, and the actual bond prices at the end of the year might significantly influence the year-end result.

Enclosure 7

Framework Budget 2018 - 2020

This presentation concerns the ITU Framework Budget for 2018-2020.

Summary

Management recommends that the Board approves the submitted framework budget and authorize the Management to prepare the budget proposal for 2018.

The Framework Budget shows a result of DKK -9.8 M in 2018 and an accumulated result of DKK -26.5 M throughout the three-year period. This includes a management pool of DKK 22.6 M to sustain the ongoing strategic actions.

In 2020, the equity/income-ratio drops to 0.17, which is slightly below the preferred level of 0.18. Management is committed to negotiate increased base research funding from the Government to sustain growth.

If the Board approves the Framework Budget, we will start allocating the management pools. We present the final budget proposal for 2018 at the Board meeting on 23 November 2017.

Management assumptions

In general, we assume the Budget Proposal Act for 2018 (FFL 2018), as presented by the Government on 31 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 2018 the Management will present a new Framework Budget for 2018-2020 to the Board.

Specifically, we base the Framework Budget for 2018-2020 on the following management assumptions:

- Admission of students and student activity will be as shown in table 3 and table 4. We expect the admissions of part time students to stabilize in 2018 and onwards, and to maintain admission of single subject students at the 2017 level.
- The study progress of MSc and BSc students has increased significantly in 2017, and we expect a 100 pct. target fulfilment in 2018 and onwards. Thus, we do not reduce completion bonus rates when calculating income from education in table 3.
- Spending of external research funding follows the current forecast from Research Support of DKK 34.0 M in 2018 to DKK 36.1 M in 2020.
- We expect income from subleasing to decrease from DKK 2.2 M in 2017 to DKK 0.9 M in 2018 and to an insignificant amount from 2019 and onwards, to make room for new staff and BSc students.
- Recruiting and hiring of scientific personnel proceed as planned by the heads of departments, and in compliance with the Quality Policy VIP/DVIP-ratios. We estimate that an increase of 1.0 scientific FTE will result in an increase of 0.5 administrative FTE.

- Income from interest and return on the investment portfolio provide a return of DKK 0.9 M from 2018 and onwards.

Furthermore, expanding facilities no later than 2019 will be necessary, if we continue a growth ratio as indicated in the strategic initiatives. The Framework Budget in table 1 does not include acquisition of new facilities. Finally, the Government plans to remodel the government grant structure for the university sector, which will most likely affect the finances of the IT University in 2019 and onwards. We base the Framework Budget in table 1 on the current government grant structure.

We base the Framework Budget on equity at the end of 2017 as expected in the accounts as per June 2017 from August 2017. In 2018, we regulate Government grants with a +2.7 pct. average price/wage inflator, as stated in the Government's initiative. We regulate personnel costs and other operating costs with +3.7 pct. and +1.6 pct. in 2018, respectively. The inflators regarding 2019 and 2020 are set at the 2018 level.

Table 1: Framework Budget 2018-2020

Budget items (DKK 1,000)	Budget 2017	Forecast 2018	Forecast 2019	Forecast 2020
Government grants	224.417	246.007	250.498	250.074
Tuition fees	6.075	5.879	5.252	4.955
External research funding	24.503	33.950	34.610	36.121
Facilities subleasing	2.213	898	-0	-0
Other income	4.548	5.059	5.059	5.059
Income	**261.756**	**291.792**	**295.419**	**296.209**
Departments	98.966	106.282	108.711	110.101
External research funding	18.622	25.802	26.303	27.452
Technical and administrative departments	97.071	106.403	105.020	107.677
Ordinary operating cost	**214.659**	**238.487**	**240.034**	**245.230**
Building	**51.622**	**55.368**	**55.622**	**55.317**
Management pools	**6.823**	**8.639**	**7.582**	**6.405**
Profit from ordinary operations	**-11.348**	**-10.702**	**-7.819**	**-10.744**
Financial income and costs	**1.395**	**909**	**909**	**909**
Profit	**-9.953**	**-9.793**	**-6.910**	**-9.834**
Equity end-year*	**76.350**	**66.557**	**59.647**	**49.812**
Equity/income ratio	**0,29**	**0,23**	**0,20**	**0,17**

*Equity end-year Budget 2017 is adjusted according to Quarterly Accounts August 2017

In table 1, we show income, cost and equity for the next three years including a decline/increase in the equity/income ratio from 0.29 in 2017 to 0.17 in 2020, which is below the preferred level of 0.18.

The Framework Budget shows a result of DKK -9.8 M in 2018 and an accumulated result of DKK -26.5 M throughout the three-year period. This includes a management pool of DKK 22.6 M to sustain ongoing

strategic actions, large-scale renewal of assets and adoption of the general data protection regulation into daily operations.

Table 2: Staff forecast

Staff (FTE)*	Budget 2017	Forecast 2018	Forecast 2019	Forecast 2020
Full-time scientific, seniors	64,3	65,9	67,6	68,0
Full-time scientific, non-seniors	78,5	92,4	93,7	99,9
Part-time scientific, external lecturers	14,9	16,2	16,7	17,1
Part-time scientific, others	30,5	30,9	31,9	32,4
Scientific staff	**188,1**	**205,4**	**209,8**	**217,3**
Administrative staff	**143,4**	**150,3**	**151,5**	**154,9**
All staff	**331,5**	**355,6**	**361,3**	**372,2**

*As of 2018 staff forecast includes substitutes and employees
fully financed by external research funding, budget 2017 has been adjusted accordingly.

Table 2 shows the changes in scientific and administrative staff. The heads of department have planned faculty staffing in compliance with the Quality Policy and PP-model. The significant increase of non-senior scientific staff is an effect of both increased BSc admission shown in table 4 and the rise in external research funding shown in table 1.

Education

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

Table 3: Student activity forecast

Study Activity	Budget 2017 units	Budget 2017 KDKK	Forecast 2018 units	Forecast 2018 KDKK	Forecast 2019 units	Forecast 2019 KDKK	Forecast 2020 units	Forecast 2020 KDKK
Students, BSc	540	49.895	598	55.290	669	58.407	724	59.919
Students, MSc	737	68.109	777	71.899	772	67.338	744	61.587
Students, guests and foreign scholarship students	36	4.433	51	5.804	51	5.537	51	5.308
Students, full-time (FTE)	**1.313**	**122.437**	**1.426**	**132.992**	**1.492**	**131.282**	**1.519**	**126.814**
Students, part-time (FTE)	**64**	**7.677**	**61**	**7.369**	**54**	**6.408**	**51**	**5.965**
Completion, BSc + MSc	**333**	**10.735**	**475**	**17.501**	**498**	**23.926**	**488**	**28.058**
Other student activity		**1.069**		**1.070**		**1.036**		**1.019**
Total income from study activity		**141.918**		**158.932**		**162.652**		**161.855**

The income from education increases the first two years, due to increased BSc admission, even though government rates are decreasing each year. Completion bonus increase significantly due to the Study Progress Reform. The Study Progress Reform motivates students to complete studies earlier, and we expect a 100 pct. target fulfilment from 2018 and onwards. Thus, the Government does not reduce the rising government rates, and more students count towards a completion bonus.

Table 4: Student admission forecast

Admission forecast (students)	Budget 2017	Forecast 2017	Forecast 2018	Forecast 2019	Forecast 2020
SWU	140	140	140	140	140
DMD	63	63	59	59	59
GBI	60	60	60	60	60
DS	50	50	66	83	100
BSc	**313**	**313**	**325**	**342**	**359**
DDK/DKM	143	143	139	134	130
DIM (EBUSS)	130	130	130	130	130
SDT/INT	110	156	110	110	110
GAMES/MTG/MMT	50	50	50	50	50
MSc	**433**	**479**	**429**	**424**	**420**
ILM	40	44	40	40	40
IND	0	0	0	0	0
SEN	0	4	0	0	0
Master	**40**	**48**	**40**	**40**	**40**
Total	**786**	**840**	**794**	**806**	**819**

Table 4 shows the admission forecast for each study programme. We expect MSc admission to increase in 2017 and have prepared a separate business case on MSc Computer Science Growth from 2018 and onwards.

Table 5: Student activity rates

Student activities rates (DKK)	2017	2018	2019	2020
Government Grant, BSc (FTE)	92,400	92,500	87,240	82,740
Government Grant, MSc (FTE)	92,400	92,500	87,240	82,740
Government Grant, Guest students (FTE)	92,400	92,500	87,240	82,740
Completion Bonus, BSc	43,437	46,526	59,646	69,440
Completion Bonus, MSc	28,958	31,017	39,764	46,293
Government Grant, part-time SEN (FTE)	41,700	41,000	39,320	38,529
Government Grant, part-time IND (FTE)	41,700	41,000	39,320	38,529
Government Grant, part-time ILM (FTE)	30,100	29,600	28,373	27,803
Tuition fee, part-time students	85,000	85,000	85,000	85,000

Table 5 shows the student activity rates from Budget Proposal Act for 2018 and the steady reduction of government grants for student FTEs each year. At the same time, the Government increases completion bonus rates significantly towards 2020, if ITU as expected meets the target of the Study Progress Reform. If

not, a target fulfilment of less than 100 pct. might affect the Framework Budget significantly. As an example, a drop to 60 pct. target fulfilment in 2020 reduces completion bonuses by DKK 11.5 M.

As in previous years, the completion bonus rates is subject to further regulation on the Supplementary Act based on the actual completion at the universities altogether.

Uncertainties regarding Framework Budget 2018

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, we base the Framework Budget on the Budget Proposal Act, and we assume that Parliament pass the final Budget Act 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 on the long term.

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 we compare these uncertainties to the Framework Budget for 2018.

Figure 1: Operating uncertainties related to end year result 2018
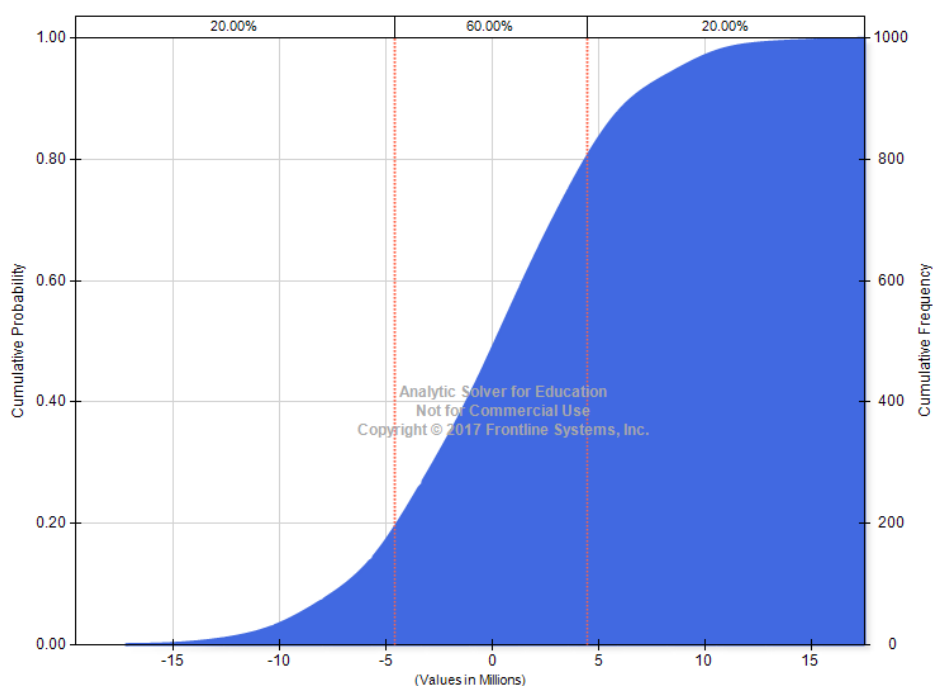
The simulation in figure 1 indicates that the probability of the actual result being at least DKK 4.6 M less than the budgeted result of DKK -9.8 M is approx. 20 pct. Equally, the probability of the actual result being at least DKK 4.5 M more than the budgeted result of DKK -9.8 M is approx. 20 pct.

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. Baes on the most recent forecasts, we estimate an achievement of 100 pct. every year.

Table 6: Effects of Study Progress Reform

Study Progress Reform estimates		2017	2018	2019	2020
Excess study time target (months)		10,00	9,40	8,80	8,20
Excess study time target reduction per year (months)		0,60	0,50	0,50	0,50
Excess study time estimate (months)		10,50	6,30	6,30	6,30
Excess study time reduction estimate compared to target		0,50	-3,10	-2,50	-1,90
Excess study time reduction estimate (pct.)		95,0%	133,0%	128,4%	123,2%
Maximum Completion Bonus (1,000 DKK)		**14.016**	**17.535**	**23.972**	**30.005**
Completion Bonus Reduction (1,000 DKK)					
- Target achieved by	0%	-8.409	-16.746	-22.917	-28.625
- Target achieved by	30%	-5.887	-11.722	-16.042	-20.037
- Target achieved by	60%	-3.364	-6.698	-9.167	-11.450
- Target achieved by	90%	-841	-1.675	-2.292	-2.862
- Target achieved by	100%	0	0	0	0

In 2018, we estimate no completion bonus reduction, based on a reduction of the excess study time from 10.50 months in 2017 to 6.30 months in 2018. This corresponds to a significant reduction of 4.2 months compared to the target reduction of 0.5 months in 2018.

Enclosure 8a

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~~medio 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. maj15. april), 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~~13   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~~14   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~~torsdag den ~~19~~21. september 20~~14~~17

På bestyrelsens vegne

_____
~~Jørgen Lindegaard~~Maria Rørbye Rønn
Formand

Enclosure 8b

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~~In the middle 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~~April 15); 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.

§ ~~14~~13   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~~14   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~~Thursday September ~~19~~21, 20~~14~~17

On behalf of the Board,

~~Jørgen Lindegaard~~Maria Rørbye Rønn
Chairman

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Proposition for an alteration of the election rules in relation to the ITU election

Every year at ITU an election is held for the Board of Directors, the Academic Council, the Study Board, the PhD Board and the subject area teams (SAT) for Business, Communication, Software and Games.

Taking a proposition from SAT Business into account, the Study Board propose the following:

Starting next election, the seats in the SAT teams shall be reserved for each branch of the education programmes, i.e. one seat to a candidate from a bachelor course, one seat to a candidate from a master course and one seat for a candidate from a part time course. This applies to both the science staff election group and the student election group. Yet, if a branch is not represented by a candidate in the election, that empty seat shall be filled by the candidate of the other branches, who has obtained the majority of votes.

Presently, only the number of votes and not the branch of education decide if a candidate is elected, which is cause for concern in some of the branches, since some branches may not be represented in discussions on various subject matters.

The election rules have been thoroughly reviewed and the proposal will need to be introduced in the election rules before the election directive is published on September 29th this year.

The current election rules with the proposals for alterations are attached to this notice **(se item 10 and 20)** and the Board is hereby asked to approve said alterations.

Worth noticing is, that it is deemed partly unenforceable to fully make sure that each branch is represented by a VIP representative, given that the 3 seats are rarely open for election at the same time, which on the other hand is the case with the student elections, since they are only elected for a period of 1 year. The presently elected VIPs however are disposed for a period of 4 years, and all the functioning VIPs in the SAT groups are already running until the 2020 election, and by that account it is noted that the rules subject to change will only effect the student elections, despite SAT Business' wish that the rules also applied to the VIPs. In the end, all the three student branches will nevertheless be represented when important discussions are on the table.

Christina Durup
Chairman of the election committee

**Rules Governing Elections at
The IT University of Copenhagen
(the IT University)**

I.   Election Committee

1   The Vice Chancellor shall arrange for the establishment of an Election Committee
       and issue an election circular in co-operation with the Election Committee. The
       Election Committee shall appoint a chairman amongst themselves.

1.2   The vice chancellor shall provide the necessary administrative assistance to the
       Election Committee.

2   The Election Committee shall plan and carry out the election on behalf of the vice
       chancellor, and it shall ensure that the election rules are observed.

2.2   The Election Committee shall publish information about deadlines and procedures
       via postings in the Intranet, via e-mail to all students and employees and by
       means of posters at the IT University and the institutions which provide courses
       which are contracted out by the IT University.

II.   Electors and Election Groups

3   Electors are divided into three election groups, and the exact composition of these
       varies depending on the body for which the election is held, cf. the Articles of
       Association of the IT University of Copenhagen.

       Election Group I – scientific staff

       The election period of election group I is 4 years.

       Election Group II – technical and administrative staff (TAP)

       The election period of election group II is 4

       years. Election Group III – students

       The election period of election group III is 1 year, 2 years for elections to the
       Board of Directors.

4   Persons who fall under one of the groups stated in section 3, cf. the Articles of
       Association of the IT University of Copenhagen as per the first day of the month
       the election is called and at the time of the election have a right to vote and may
       stand for election provided they are included in the election list, cf. section 6. In
       the following, persons with a right to vote and persons which may stand for
       election are referred to as electors.

5   Qualification as elector may only be invoked within one of the three election
       groups. Persons who comply with the conditions of inclusion in more than one
       election group shall inform the Election Committee within a fixed and published
       date of the group in which they wish to exercise their elector rights. If such a
       statement is not given, the Election Committee shall decide on the matter.

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5.2   Persons belonging to election group I or II who have commenced a leave of absence of a duration of one year or less and who intend to return to the IT University at the time of the election shall be considered electors.

5.3   Persons belonging to election group I or II who have commenced a leave of absence of more than one year as per the first day of the month the election is called or at the time of the election may apply for elector rights. The application shall be submitted to the Election Committee. The application will be decided on based on a concrete evaluation.

5.4   Persons belonging to election group III are not considered electors during any leave period irrespective of the duration of such period.

6   The Election Committee shall prepare election lists of the electors. The lists shall be presented for inspection in order to enable any complaints to be submitted. The Election Committee shall determine the deadline of the presentation of the lists and of the submission of complaints. The deadlines are fixed in order to determine the number of electors in each election group in good time before the election. After the expiry of the complaint period, no amendments of the list may be requested. However, the Election Committee shall correct any errors which are brought to their attention as long as it is practicable.

7   A person elected for a collegiate body at the IT University, who is no longer an elector, shall retire from the relevant collegiate body, and the relevant alternate, cf. sections 5 and 24̶3̶, shall join.

8   If a person belonging to election group I or II who is elected for a collegiate body at the IT University is on leave or is due to go on leave during the election period, but is still an elector, cf. sections 5.2 or 5.3, this person shall retire for the duration of his/her leave, and the relevant alternate shall join for the duration of the leave period, cf. section 17.5 and 24̶3̶.

III.   Election Area

9   Each collegiate body constitutes a separate election area in which the electors elect their representatives in each election group.

IV.   Nomination of Candidates

10   Elections are held subject to proportional representation with the exception of election for the subject area teams for Business, Digital Communication and Software for Election Group III, cf. section 20. Lists of candidates shall be submitted to the Election Committee, and the lists shall be signed by the candidates who by their signatures shall declare that they accept their nominations. The lists shall also include binding signatures of a minimum of five nominators among the electors in the relevant election group. A nominator may only sign one list of candidates in an election for the same collegiate body. A candidate is nominator of the list in which he/she is nominated.

10.2   A list may include fewer names than the number of candidates to be elected. However, if possible, it should include more than one candidate, and in general, it should be attempted to include a sufficient number of candidates in the list to include alternates in order to limit the number of supplementary elections, cf. section 24̶3̶, to a minimum. A list may not include more than twice as many names as the number of candidates to be elected. However, a minimum of ten candidates may always be nominated.

10.3   No candidates may be nominated in more than one list for the same collegiate body.

10.4   If it does not appear directly from the list that the candidates are nominated without priority, they shall be considered to be nominated in the order in which they are stated in the list.

11   List alliances may be formed between lists, and election alliances may be formed between lists and list alliances. List and election alliances may only be formed to the extent that all candidates included in the lists have confirmed the alliance to the Election Committee in writing.

12   The nomination of candidates must be received by the Election Committee before the expiry of the deadline fixed by the Election Committee. The Election Committee shall publish the nominated candidates including the names of the nominators within seven weekdays, excluding Saturdays, after the expiry of the deadline. The Election Committee shall also set a deadline of the registration of list and election alliances. This deadline may not be less than two weekdays, Saturdays excluded, after the publication of the registered lists.

12.2   Complaints against nominated candidates shall be submitted in writing to the Election Committee before the expiry of a deadline fixed by the Election Committee.

V.   The Election

13   All voting shall be secret and in writing. The type of election shall be determined by the Election Committee and announced in accordance with section 2.2.

13.2   It may be decided to send out poll cards to the electors before the election.

14   If an election group only has the number of candidates which are to be elected, the poll will not be effectuated.

14.2   Likewise, if all candidates are nominated on the same list, and they are nominated without priority, the poll will not be effectuated. In that case, the nominated candidates shall be considered to be elected in the order in which they are stated on the list. The candidates which are not elected shall be considered alternates in the order in which they are listed.

15   The Election Committee shall decide if a voting card is valid. The following criteria apply to the approval of voting cards:

1. Voting cards with only one mark indicating one candidate or list shall be approved.
2. Voting cards with one mark indicating a candidate and one mark indicating the list in which the marked candidate is included shall be approved as a personal vote for the candidate.
3. Voting cards including marks indicating more than one candidate in the same list shall be approved as a vote for the list.
4. Voting cards including marks for two or more lists shall not be approved.
5. Voting cards including only one mark indicating a candidate or a list shall be approved.
6. Voting cards which have been annotated or otherwise provided with a special mark shall not be approved.

7. Voting cards which do not include a precise X (or other mark) shall be approved if any special marks may be considered accidental. However, the voting card shall not be approved if the special mark is considered to be made on purpose, e.g. in the form of a letter or a similar mark.
8. Voting cards of a nature which gives rise to suspicion that it is not provided by the Election Committee shall not be approved.

16   Elections held subject to proportional representation between lists are calculated by first determining how many seats have been won by each list of candidates. If election alliances or list alliances which do not participate in election alliances are registered, the votes for the lists of candidates for which election alliances or list alliances have been made shall be added. The number of votes for each list of candidates, election alliance or list alliance shall be divided by 1, 2, 3, 4, 5, etc. until each number of votes has been divided the number of times corresponding to the maximum number of seats which it is likely that the list of candidates, election alliance or list alliance will receive. The higher of the two resulting quotients entitles the list, election alliance or list alliance the right to the first seat, the second quotient entitles the list or election alliance (list alliance) the right to the second seat and so on until the number of seats to be allocated is distributed on the various lists of candidates and election alliances (list alliances). If more than one list or alliance obtains the same quotient and they cannot all be elected, the remaining seat(s) shall be allocated by the drawing of lots. The drawing of lots shall be carried out by the chairman of the Election Committee at a committee meeting.

16.2   The distribution of the seats won by the lists of candidates in an election alliance and by list alliances or by the lists of candidates of a list alliance shall be carried out subject to the same rules as those stated in subsection 1.

17   If it does not appear from the list that the candidates are nominated without priority, the elected candidates on the list will be found as follows:

17.2   The number of personal votes within a list shall be added to the number of votes for the list, and the sum shall be divided by a figure equalling the number of seats won by the list plus one. The resulting figure shall be increased to the next integer, which shall be considered the distribution figure for the list in question.

17.3   Then a sufficient number of votes for the list are added to the personal votes obtained by the first candidate of the list in order to reach the distribution figure. The remaining votes for the list will then be added to the personal votes of the second candidate on the list of candidates until the distribution figure is reached. The procedure is repeated for the remaining candidates in the order in which their names have been stated in the list. When all votes for the list has been distributed on the candidates in the list according to this procedure, the candidates which have obtained the distribution figure, or which have won a number of personal votes equal to or higher than the distribution figure, are declared elected in the order in which they are stated in the list.

17.4   If it is not possible to appoint all members according to this procedure, the number of further candidates in the list yet to be elected for the list shall be declared as elected in the order of the number of votes obtained (personal votes and votes for the list). If two candidates have obtained the same number of votes, and only one can be elected, the candidate highest on the list shall be declared to be elected.

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17.5 The candidates included in a list of candidates which did not become elected shall be considered alternates of the elected candidates of the same list in the order stated in the provisions of subsections 2-4. If the list of candidates is exhausted, alternates shall be found in any list alliances according to the provisions of subsections 2-4. If the candidates of the list in question are not prioritised, alternates shall be appointed subject to the provisions of section 18.

18 If a candidate is registered without priority the calculation of elected candidates shall be carried out based on the number of personal votes obtained only.

18.2 If two or more candidates obtain the same number of votes and they cannot both or all be elected, the order of the candidates shall be determined by the drawing of lots, which shall be carried out by the chairman of the Election Committee at a committee meeting.

18.3 When the mutual order of the candidates has been determined according to this procedure, the number candidates which the list is entitled to under section 16 shall be considered to be elected. The candidates which are not elected shall be considered alternates according to the same calculation method. If the list of candidates is exhausted, alternates shall be appointed subject to the provisions of section 17.5.

19 If more members are to be found for a list of candidates than the number of candidates stated in the list, the remaining seat(s) shall be transferred to the list of candidates (if any) with which the exhausted list has entered into a list alliance. If the exhausted list has entered into a list alliance with more than one list of candidates, the remaining seats will be transferred to these lists according to the provisions of section 16. If the exhausted list of candidates has not entered into a list alliance with other lists, the remaining seats shall be transferred to the lists of candidates or list alliances (if any) with which the list of candidates has entered into an election alliance with according to identical provisions. If a list alliance wins more seats than the number of candidates nominated in the lists of candidates of the list alliance, the remaining seat(s) shall be transferred to the list alliances or lists of candidates (if any) with which the exhausted has entered into an election alliance according to identical provisions. If a list of candidates, a list alliance or an election alliance is exhausted according to the above provisions, the seats shall be transferred to the remaining list of candidates, list alliance or election alliance which is next in line to them under to section 16.

20 The rules regarding proportional representation does not apply to Election Group III in the election for the subject area teams for Business, Digital Communication and Software. Instead, the following rules apply:

19 20.2 The three seats in the subject area teams for Business, Digital Communication and Software shall be reserved to each branch of the education programmes, i.e. one seat to a candidate from a Bachelor programme, one seat to a candidate from a Master of Science programme and one seat for a candidate from the part time programmes. In the subject area team for Software one seat shall be reserved for a candidate from each of the Bachelor programmes, one seat for a candidate from the Master of Science programme and one seat for a candidate from the part time programmes.

20 20.3 The election for the subject area teams are held subject to election by a majority of votes between candidates from Election Group III from each branch of education programmes. If two or more candidates obtain the same number of votes from the same education programme, the order of the candidates shall be determined by the drawing of lots, which shall be carried out by the chairman of the Election Committee at a committee meeting.

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20.220.4   If a branch of an education programme is not represented on an election list, the seat will go to the candidate from another branch who has obtained the majority of votes.

20.5   Nomination of candidates shall follow the rules in section 10. However, candidates to subject area teams for Business, Digital Communication and Software shall be nominated without priority, so the calculation of elected candidates can be carried out based on the number of personal votes obtained. Voting cards including marks for a lists instead of a candidate shall not be approved.

21   20.6 Candidates in Election Group III running for the subject area teams for Business, Digital Communication and Software cannot enter into election alliances or list alliances.

2221   If it is found in connection with the determination of the outcome of the election that the required number of candidates have not been elected from election group I in an election area, the vice chancellor or a person acting under his/her authority shall appoint the remaining number immediately after the election and before the publication of the result. Such appointment shall be carried out among the non-elected electors of the election area and it shall include the appointment of alternates. The number of alternates shall be determined by the Election Committee.

2322   After the election, the Election Committee shall announce the result. The method of announcement shall be determined in the election circular.

2423   An elector who wants to submit a complaint in relation to an election held shall submit his/her complaint to the Election Committee within six weekdays, Saturdays excluded, after the announcement of the result of the election.

24.223.2   If a complaint is sustained, and this decision affects other electors directly, these shall be informed of the decision and of their right to complain within six weekdays after the issue of this statement. Irrespective of the body making the decision, the complaint shall be forwarded to the Election Committee, and the Committee shall ensure that it is forwarded to the body which may alter the decision.

24.323.3   If no complaints have been received at the expiry of the deadline, the voting cards shall be destroyed. If a complaint has been received, the voting cards may not be destroyed before the case has been settled finally.

VI.   Supplementary Elections

2524   If a seat in a collegiate body at the IT University becomes vacant during the election period and no more alternates are available from the list (both directly, via list alliances or via election alliances), the vacant seat shall be transferred to the list which is next in line to it under section 16.

25.224.2   If a seat becomes vacant in a collegiate body at the IT University during the election period, and a sufficient number of alternates have not been appointed in connection with the ordinary election to ensure that the collegiate body is complete, a supplementary election shall be called. If a seat becomes vacant less than eight months before the ordinary election of the following year, the supplementary election shall be called in connection with the annual ordinary election. In such case, the vice chancellor or a person acting under his/her authority can appoint a temporary member to the relevant collegiate body to be seated until the supplementary election has been held. Such appointment shall be

carried out among the non-elected electors of the election area. However, a vacant seat for the Board always requires supplementary election. Information of a vacancy which requires the calling of a supplementary election shall be forwarded to the Election Committee, which will call the election. The chairman of the Election Committee decides on authority by the vice chancellor or a person acting under his/her authority whether the conditions of a supplementary election are fulfilled.

25.3 24.3   If the vice chancellor or a person acting under his/her authority decides to increase the number of seats in a collegiate body during an election period – e.g. in connection with the addition of more courses to a collegiate body – a supplementary election shall also be called. In this case too, the chairman of the Election Committee decides on authority by the vice chancellor or a person acting under his/her authority whether the conditions of a supplementary election are fulfilled.

25.4 24.4   The election may be called based on the election list of the most recent ordinary election with the addition of electors which request inclusion in the list within a stipulated deadline.

25.5 24.5   For supplementary elections under the present section 24 3, the election period runs to the end of the original period.

25.6 24.6   The election area and method is identical to the area and method of ordinary elections.

26 25 Exemption

In very special circumstances, the vice chancellor or a person acting under his/her authority may approve deviations from the present rules to the extent that such rules are not laid down in the Danish University Act (universitetsloven) or the articles of association of the IT University.

VII.   Addendum

Addendum 1 Election circular and appendices

Signed by the Board of Directors of the IT University of Copenhagen on *date*

_____

Maria Rørbye Rønn
Chairman of the Board

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Addendum 1
Election Circular

1.   Prior to each election, in co-operation with the Election Committee, the vice chancellor shall issue an election circular including the provisions governing the conduct of the election, cf. section 1 of the provisions governing elections at the IT University of Copenhagen. The election circular shall e.g. include provisions on the following:

   a.   The date of the calling of the election
   b.   The date of the presentation of the election lists for inspection
   c.   The deadline of complaints regarding missing or erroneous inclusion on the election list
   d.   The deadline of the presentation of the final election list
   e.   The deadline of nomination of candidates
   f.   The date and place of the publication of candidate nominations
   g.   The deadline of objections against nominations presented
   h.   The deadline of withdrawal of candidate nominations
   i.   The deadline of registration of lists and election alliances
   j.   The deadline of the handing in of voting cards
   k.   The date and place of publication of the election result
   l.   The deadline of complaints in relation to the election

2.   The election circular shall be published no later than the first weekday of the month before the calling of the election.

3.   A standard election circular is enclosed with the present Addendum 1.

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Standard election circular

**Election Circular of Election to
[*insert relevant collegiate body*] [*insert year*]**

This election circular contains information on the election for [*insert relevant collegiate body/bodies*] of the IT University [*insert year*] including information on the seats up for election and the date of the election. The election circular also contains a summary of the most important election rules.

The election circular includes the following appendices:

- Time schedule of the election, Appendix 1
- Provisions on election rights, Appendix 2
- Election areas, Appendix 3
- Nomination of candidates, Appendix 4
- List/election alliances, Appendix 5
- Practical information, Appendix 6

The information in the election circular has legal effect in connection with the election and should therefore be read.

LEGAL FOUNDATION OF THE ELECTION

The election has the following legal foundation:

- The Danish University Act (*universitetsloven*), (Consolidated Act No. 65 of 22 June 2011 on Universities and subsequent amendments)
- Articles of Association of the IT University of 20 June 2012
- Election Rules of the IT University of [*insert date*]
- This circular

THE ELECTION COMMITTEE

According to section 2 of the Election Rules of the IT University, the task of the Election Committee is to arrange the planning and effect the election on behalf of the vice chancellor. The Election Committee must ensure that the rules of the election are observed, and that reasonable information is provided on the election.

The Committee is appointed by the vice chancellor of the IT University and has the following composition:

[*Insert the chairman of the Election Committee and the names and positions/courses of the members*]

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ELECTION AREAS

The election areas are stated in Appendix 3.

WHO IS UP FOR ELECTION?

This year [*new students (election group III)/VIP members (election group I)/TAP members (election group II)*] are up for election for the following collegiate body/bodies:

[*Insert relevant collegiate body/bodies*]

For election group III, the election period is 1 year – 2 years for elections to the Board of Directors – with effect from [*insert date*].

For election group I and II, the election period is 4 years with effect from [*insert date*].

Direct election

Direct election will be carried out for the following collegiate body/bodies:

[*Insert the relevant collegiate body/bodies*]

Each student/VIP/TAP has one vote for each collegiate body. [*As regards the Study* Board, *students can be elected for the Study* Board *of the course they are registered for. VIPs decide which election area they want to participate in, provided that they teach the relevant course -* **only insert for elections to Study Board subject to direct voting**]. More information on students, VIP and TAP can be found in Appendix 2.

Partially direct and partially indirect voting

The election for the following Study Board [insert relevant Study Board] is carried out in part by direct voting and in part by indirect voting. In general, the representatives of Masters courses are appointed by direct voting. Every student registered at the course and every VIP who teaches the course has one vote.

Representatives of the courses in these/this Study Board(s) are appointed by the individual Subject Area Team.

This year [new students/VIP members] are to be elected for the following Subject Area Teams:

[Insert relevant Subject Area Team (s)]

The election for the Subject Area Teams is carried out by direct voting. Each student/VIP has one vote for each Subject Area Team.

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*Students are entitled to vote for the Subject Area Team of their course. VIPs decide which election area in they want to vote provided they teach at the relevant course. Find more information on election rights for students and VIPs in Appendix 2. – **only insert for elections for Study Committees subject to indirect voting**].*

In case of further questions regarding the election, please contact [*insert name of an Election Committee representative*].

Kind regards
Vice Chancellor [*insert name]/[chairman of the Election Committee*]

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<u>Appendix 1</u>

<u>**TIME SCHEDULE OF ELECTION FOR**</u> [*insert relevant collegiate body/bodies*] [*insert year*]

The time schedule of elections for [*insert relevant collegiate body/bodies*] of the IT University is stated below:

Week [*insert week number***]**
[*Insert date and time*]
The election is called.
Preliminary election lists are issued.

Week [*insert week number***]**
[*Insert date*]
The election list is presented for inspection at the following addresses:
[*Insert addresses*]
and is also published in the Intranet.

Week [*insert week number***]**
[*Insert date and time*]
Deadline of objections to the election lists
Deadline of registering the election group in which election rights are to be exercised

Week [*insert week number***]**
[*Insert date and time*]
Deadline of registration of candidate lists

[*Insert date*]
The Election Committee publishes the candidate nominations received.

Week [*insert week number***]**
[*Insert date and time*]
Deadline of registration of list and election alliances
Deadline of request for list names
Deadline of objections to candidates

[*Insert date*]
The Election Committee publishes the list/election alliances received.

Week [*insert week number to week number***]**
[*Insert date*]
The election will be held as polling table election with [*insert number*] polling tables which will be placed at:
[*insert places and periods*]

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Every day from [*insert time*] to [*insert time*]

[*Insert date*]
The votes are counted.

The election result will be published by postings and in the Intranet.

Week [*insert week number***]**
[*Insert date and time*]
Deadline of complaints in relation to the election

Week [*insert week number***]**
[*Insert date*]
The newly elected members of [*insert relevant collegiate body*] take up their positions.

<u>Appendix 2</u>

<u>ELECTORAL RIGHTS</u>

In the following, at distinction is made between election groups and electoral rights. The electors are divided into [*two/three*] election groups. A person may belong to more than one election group, but he/she may only exercise his/her electoral rights in one group. A person's nomination and voting right depends on which election group he/she belongs to. An elector is person who is entitled to stand for election and to vote.

This year [*new students (election group III)/VIP members (election group I/TAP members (election group II)*] are up for election for the following [*insert relevant collegiate body/bodies*]:

<u>ELECTION GROUPS</u>

<u>Election group I (VIP):</u>

[For elections to the Academic Board and the Study Boards, election group I includes science staff (VIP) employed by the IT university as associate professors or in higher positions with employment contracts of minimum 1 year from the date of the election. **– only to be included for elections for the Academic Board and/or Study Boards**]

[For elections to the Board of Direct
ors, election group I includes science staff (VIP) employed by the IT University for the purpose of conducting research and teaching who have employment contracts of minimum 1 year from the date of the election. **– only to be included for elections to the Board of Directors**]

[*For elections to PhD Board, election group I includes science staff employed by the IT university as tutors or in higher positions* with employment contracts of minimum 1 year from the date of the election. **– only to be included for elections to PhD Board***]

PhD students and research fellows belong to election group I when they are registered for the PhD course at the IT University and associated with the relevant PhD school as per the first day of the month in which the election is called AND on the date of the election. [*However, special provisions apply to elections for the PhD Board – **only to be included for elections to the PhD Board***].

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<u>**Election group II (TAP)**</u>**:**

Election group II includes technical and administrative staff employed at the IT University with employment contracts of minimum 1 year from the date of the election.

<u>**Election Group III (students)**</u>**:**

Election group III includes all students registered for a bachelor, masters or diploma course at the IT University. [*Special provisions apply for PhD students. These provisions are explained further below – **only to be included for elections to the PhD Board***].

[<u>*PhD students*</u>

*Election group III includes all PhD students when they vote for the PhD Board. For elections to other bodies, PhD students are included in election group I – **only to be included for elections to the PhD Board***].

<u>ELECTORAL RIGHTS</u>
A person may only exercise his/her electoral rights in one election group. Persons who fulfil the conditions of inclusion in more than one election group are required to inform the Election Committee of the group in which they want to exercise their electoral rights. The Election Committee must have this information no later than [*insert date and time*]. If such information is not provided, the Election Committee will decide on the matter based on the following guidelines:

[*Electors of election group I and II are referred to election group [insert "I" or "II"*]
[*Electors of election group I and III are referred to election group [insert "I" or "III"*]
[*Electors of election group II and III are referred to election group [insert "II" or "III"*]
[*Electors of election group I, II and III are referred to election group [insert "I", "2" or "III"*]
[Choose the relevant combinations]

<u>LEAVE</u>
A person belonging to election group I or II who has commenced leave of a duration of 1 year or less as per the first day of the month in which the election is called, retains his/her electoral rights.

Persons belonging to election group I or II who are on leave of a duration of more than 1 year may apply the Election Committee to retain his/her electoral rights.

Persons belonging to election group III have no electoral rights during any leave periods.

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ELECTION LISTS
Election lists are lists of electors and the election group for each person. Election lists are issued on [*insert date*] and are presented for inspection at [*insert places*] and in the Intranet. If a person is not included in the lists, or the list contains errors, an objection must be submitted to the Election Committee no later than [*insert date and time*].

The Election Committee is not obligated to consider a complaint which was submitted after the deadline. However, the Committee may correct any errors after the expiry of the deadline.

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<u>Appendix 3</u>

<u>ELECTION AREAS</u>

This appendix includes a list of the election areas of the IT University stating the members up for election. **The members up for election are stated in bold**. [*Emphasise members up for election*][*only insert the relevant fields*][*fields are updated on an ongoing basis*].

<u>Election areas, the Board of Directors of the IT University</u>:

Election is carried out by direct voting.

Number of members: 1 chairman and 8 members.

The chairman and 4 members are external and are appointed by the present Board of Directors.

Election group I: 1 member

Election group II: 1 member

Election group III: 2 members

<u>Election area, Academic Board</u>:

Election is carried out by direct voting.

Number of members: 1 chairman and 4 members.

The vice chancellor is a natural member of the Academic Board.

Election group I: 2 members

Election group III: 2 members

<u>Election area, PhD Board</u>:

Election is carried out by direct voting.

Number of members: [*insert number of members*]

Election group I: [*insert number*] members

Election group III: [*insert number*] members

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Election area, Study Board ITU (the Study Board of the courses which are not fully contracted out):

The Study Board includes 8 members who are appointed by the course groups and 2 members who are elected by direct voting.

Number of members: 10

Members appointed by the course

groups: <u>GAMES</u>:
Election group I: 1 member

Election group III: 1 member

<u>Digital communications</u>:
Election group I: 1 member

Election group III: 1

member <u>Software</u>:
Election group I: 1 member

Election group III: 1

member <u>Business</u>:
Election group I: 1 member

Election group III: 1 member

Members elected by direct voting

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Election area, representatives of the bachelor, masters and diploma courses:
Election group I: 1 member, who teaches the courses

Election group III: 1 member who is registered for the courses

he VIP members of each Subject Area Team appoint one member of the Study
Board ITU amongst themselves. A VIP may be a member of several Subject Area
Teams, but he/she may not represent two or more Subject Area Teams in the
Study Board ITU. If two or more Subject Area Teams appoint the same VIP for the
Study Board ITU, the vice chancellor or a person acting by his/her authority shall
decide which study area the VIP will represent in the Study Board ITU.
Subsequently, the other Subject Area Team(s) which had appointed the same VIP
for the Study Board ITU must appoint a new representative amongst themselves.
The students of each Subject Area Team appoint one member of the Study Board
ITU amongst themselves.

The members of the Subject Area Teams are elected by direct voting. The
Subject Area Teams of each course are composed as follows:

Election area, Games Subject Area Team:

Number of members: 4 members

Election group I: 2 members who teach in the Subject Area Team and
                       comply with the conditions for belonging to election group I
                       in general, cf. Appendix 2.

Election group III: 2 members registered for:
                       -

Election area, Digital Communications Subject Area Team:

Number of members: 6 members

Election group I: 3 members who teach in the Subject Area Team and
                       comply with the conditions for belonging to election group I
                       in general, cf. Appendix 2.

Election group III: 3 members registered for:

Election area, Software Study Area Team:

Number of members: 8 members

Election group I: 4 members who teach in the Study Area Team and comply
                       with the conditions for belonging to election group I in
                       general, cf. Appendix 2.

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Election group III: 4 members registered for:

Election area, Businesses Subject Area Team:

Number of members: 4 members

Election group I: 2 members who teach in the Subject Area Team and
comply with the conditions for belonging to election group I
in general, cf. Appendix 2.

Election group III: 2 members registered for:

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<u>Appendix 4</u>

<u>SUBMISSION OF CANDIDATE NOMINATIONS</u>

Candidate nominations must be submitted to the Election Committee at [*insert place*] no later than [*insert date and time*]. A candidate nomination submitted after this deadline cannot be accepted irrespective of the reason for the delay.

The nominations <u>must</u> include the following information about the individual candidates:

>   Danish Civil Register No.
>   Name
>   Address
>   Personal signature (constituting the candidate's binding acceptance of his/her nomination)

The Election Committee cannot approve candidate nominations which don not include this information.

NOMINATORS
In addition to the nominated candidates, each list must be supplemented with minimum 5 nominators. The nominated candidates are automatically regarded as nominators for the list in question and thus do not need to be listed separately. No person may be a nominator for more than one list for the same collegiate body.

A list containing too few nominators cannot be approved. It is recommended that more than the required number of nominators is listed for the candidate nominations submitted so that the submitted candidate nominations can be approved even if individual nominators do not have a right to vote in elections to the collegiate body in question or within the election group in question.

All submitted candidate nominations must contain information about whether the list of candidates is based on ranking in descending order or on equal ranking order. The question of whether the list is based on equal ranking or ranking in descending order is only of importance for determining the candidates who are elected. The distribution of seats is thus not affected by the type of ranking order used.

ALTERNATES
A list of candidates cannot contain more candidates than twice the number of candidates who are to be elected. However, up to 10 candidates may always be nominated. If not all candidates are elected, the non-elected candidates will be alternates for the candidates elected. In order to ensure rapid replacement during the term of office, more candidates should be nominated than the number of candidates who are to be elected.

UNCONTESTED ELECTION
If there is a wish for an election to a collegiate body or a study programme committee to be held as an uncontested election, this will require one of the following:

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– The number of candidates must not exceed the number of members who are up for election <u>or</u>

– The candidates are to be nominated on a joint list that is either based on ranking in descending order or if based on equal ranking order does not contain more candidates than the number of members who are up for election

If an uncontested election is desired, the Election Committee recommends that a joint list should be drawn up that is based on ranking in descending order and that contains more candidates than the number of members who are up for election. This will ensure that by-elections are avoided.

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<u>Appendix 5</u>

<u>COALITION LISTS AND ELECTORAL PACTS</u>

The deadline of formation of list/election alliances is [*insert date*], at [*insert time*]. List alliances may be formed between lists, and election alliances may be formed between lists or between several list alliances. Registrations of list/election alliances must be signed personally by all the candidates participating in the alliance.

<u>**Alternates**</u>

If a coalition list has been entered into between several lists, the alternates on one list in the coalition list will also be regarded as alternates for the other lists in the coalition list. This shall not apply to lists or coalition lists that have formed an electoral pact with other coalition lists. Alternates may thus only be chosen from coalition lists and not from electoral pacts.

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<u>Appendix 6</u>

PRACTICAL INFORMATION

<u>NOTICE BOARDS</u>
All information regarding the election will be published on the notice boards of the Election Committee which are found at the following addresses:

[*Insert addresses*]

The information will also be published in the

Intranet. <u>VOTING FORM</u>
The election will be held as polling table vote and by postal vote.

<u>POLLING TABLES</u>
The polling tables will be set up from [*insert time*] to [*insert time*] at the following addresses and times:

[*Insert addresses*]
[*Insert dates*]

<u>IDENTIFICATION</u>
All voters must bring proof of their identity. The following documents are accepted as proof of identity:

- Danish National Health Insurance card
- Student ID card
- Passport
- Driver's licence
- Credit card with photograph

Enclosure 10

DRAFT Revised ITU-Board Self-evaluation Questionnaire

Name of 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:

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

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

Comments/suggestions:

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

Comments:

Board Meetings

4)   Is the material sent out before the meetings

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

Comments/suggestions:

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

Comments/suggestions:

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

Comments/suggestions:

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

Comments/suggestions:

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

Comments/suggestions:

9)   Is the clarification of the issues being discussed at the board meetings
adequate?   ☐ ☐ ☐ ☐ ☐

Comments/suggestions:

The Board´s work

10)   Is the Board´s current evaluation of the budget of the ITU satisfactory?
☐ ☐ ☐ ☐ ☐

Comments/suggestions:

11)   Is the Board´s current position on the strategic conditions of the ITU
satisfactory?   ☐ ☐ ☐ ☐ ☐

Comments/suggestions:

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

Comments/suggestions:

13) Does the Board interact actively with the Management concerning the development of the ITU? ☐ ☐ ☐ ☐ ☐

Comments/suggestions:

14) As a whole, is the work of the ITU Board satisfactory? ☐ ☐ ☐ ☐ ☐

Comments/suggestions:

The Boards´s chairmanship

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

Comments/suggestions:

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

Comments/suggestions:

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

Comments/suggestions:

18) 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

19)   Is it relevant to have regular evaluations of the Board´s composition, efficiency, etc., as a whole?

☐   ☐   ☐   ☐   ☐

Comments/suggestions:

Evaluation of the Executive Management

20)   Is the work of the Executive Management satisfactory?

☐   ☐   ☐   ☐   ☐

Comments/suggestions:

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

21)   Is the co-operation between the Board and the Executive Management satisfactory?

☐   ☐   ☐   ☐   ☐

Comments/suggestions:

Other conditions

22)   Should other conditions be part of the discussions of the ITU Board?

Comments/suggestions: