

For the Members of the Board

Executive Management  
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September 13, 2018

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 20, 2018, at 14:00 – 17:00, in room "Svanen 1", Radisson Collection Hotel Royal Copenhagen, Hammerichsgade 1, 1611 Copenhagen V**

**Public items:**

- 1. Approval of the Minutes From the Previous Ordinary Meeting (decision)**
- 2. Election of a Deputy Chairman of the Board (decision)**
- 3. Follow-up on Result Targets and Strategic Targets (briefing)**
  - Enclosure 1:** Follow-up on Strategic Framework Contract Targets for 2018
  - Enclosure 2:** Follow-up on the Internal Targets for 2018
- 4. Half-year Accounts and Prediction for the Result of 2018 (briefing)**
  - Enclosure 3:** Accounts of the ITU as per June 30, 2018

**Confidential items:**

**5.**

**6.**

**7.**

**Public items:**

- 8. Framework Budget 2019 – 2021 (decision)**

**Enclosure 7:** Framework Budget 2019 – 2021

**9. Rules of Procedure Review (decision)**

**Enclosure 9a:** Revideret ITU´s forretningsorden (in Danish)

**Enclosure 9b:** Revised ITU´s Rules of Procedure (in English)

**10. The Board´s Self-evaluation 2018 (decision)**

**Enclosure 10:** ITU Board Self-evaluation Questionnaire (2017 version)

**11. Information on Two New Appointed External Board Members as of October 1, 2018, and good-bye to Jørgen Lindegaard and Annette Stausholm (briefing)**

**12. Questions Regarding Mail-delivered Briefings (briefing)**

**13. 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 12, 2018, have been received.

***Recommendation:***

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

**Item 2: Election of a Deputy Chairman of the Board (decision)**

According to the Articles of Association of the IT University of Copenhagen, Section 7, no. 7, the Board decides whether a Deputy Chairman should be elected from among the external members of the Board of Directors.

***Recommendation:***

*The Chairman of the Board recommends that the Board at the meeting decide to elect a Deputy Chairman.*

**Item 3: Follow-up on Result Targets and Strategic Targets (briefing)**

**Enclosure 1: Follow-up on Strategic Framework Contract Targets for 2018**

**Enclosure 2: Follow-up on the Internal Targets for 2018**

Enclosure 1 shows that most goals concerning admissions on study programmes were reached. In particular, employment rates of MSc graduates satisfy the goal of being lower than the national average (T10). The one red traffic light would have been

green if just one more woman had been admitted at BSWU. Concerning (T7), the VIP/DVIP ratio problem on Bachelor in Software Development is caused by changes of staffing that have been sensible from a quality perspective but which inadvertently led to breach of the standard. The Head of Department is aware of the need to make changes in staffing to increase the VIP/DVIP ratio.

Among the additional internal goals (Enclosure 2), we note the very sharp decline in study completion times that we now see (T6); the positive prospects for future funding (T18) and the positive development in faculty who have attracted external research funding (T17). Course evaluation results in Spring 2018 were below the standards set by the Quality Policy (T23). Executive Management is following up on whether the issues reported by the students are being handled in the quality system. Admission of PhD students (T24-T25) are below targets; most recent estimate is that we will admit around 14 this year; the shortfall is within the category of ph.d.-students who are to be fully or partly funded from external sources, so the issue is tightly linked to the challenges concerning attracting external funding.

#### **Item 4: Half-year Accounts and Prediction for the Result of 2018 (briefing)**

**Enclosure 3:** Accounts of the ITU as per June 30, 2018

We refer to the enclosure.

#### **Confidential items:**

**Item 5:**

**Item 6:**

**Item 7:**

#### **Public items:**

#### **Item 8: Framework Budget 2019 – 2021 (decision)**

**Enclosure 7:** Framework Budget 2019 – 2021

At the strategy seminar in June 2018, the Board discussed two very different scenarios, namely a contraction scenario versus a growth scenario. At the time, ITU had obtained an increase in its base funding of 5 million DKK in 2018, 10 million DKK in 2019 and 10 million DKK in 2020. Fortunately, the State Budget Proposal for 2019 contains a further increase in ITU's base funding, so that instead of 5 million DKK in 2018, 10 million DKK in 2019 and 10 million DKK in 2020, the budget proposal now is 5 million DKK in 2018; 35 million DKK in 2019; 35 million DKK in 2020; 35 million DKK in 2021 and 25 million DKK in 2022. If the state budget is passed without significant changes, it is no longer relevant to discuss a contraction scenario. Therefore, the framework budget presented in Enclosure 7 is the growth scenario,

updated with the most recent numbers from the State Budget Proposal. The admission numbers are the same as in the growth scenario discussed at the Board strategy seminar.

**Recommendation:**

*Executive Management recommend that the Board approve the submitted framework budget and authorize the Management to prepare the budget proposal for 2019.*

**Item 9: Rules of Procedure Review (decision)**

**Enclosure 9a:** Revideret ITU´s Forretningsorden (in Danish)

**Enclosure 9b:** Revised ITU´s Rules of Procedure (in English)

Mainly due to the latest revision of the Articles of Association of the IT University of Copenhagen, a few minor corrections are necessary (in Section 1, section 3 and section 7, subsection 5, respectively).

**Recommendation:**

*Executive Management recommend that the suggested corrections in the Rules of Procedure, section 1, section 3 and section 7, subsection 5, respectively, be approved by the board.*

**Item 10: The Board´s Self-evaluation 2018 (decision)**

**Enclosure 10:** ITU Board Self-evaluation Questionnaire

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

**Recommendation:**

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

1) *Each member of the Board receives a questionnaire by the end of September 2018. The questionnaire is filled in and returned by e-mail to the Chairman of the Board, e-mail: [mvir@dr.dk](mailto:mvir@dr.dk) (with cc to [gigr@itu.dk](mailto:gigr@itu.dk)) on **Monday, October 8, 2018, 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 22, 2018, the Chairman of the Board will present her observations from the filled in questionnaires and the potential 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: Information on Two New Appointed External Board Members as of October 1, 2018, and good-bye to Jørgen Lindegaard and Annette Stausholm (briefing)**

**Item 12: Questions Regarding Mail-delivered Briefings (briefing)**

**Enclosure X:**

- E-mail 2018-07-12: ITU Board of Directors – the Appointment Committee´s decision
- E-mail 2018-05-17: External Board Members have been given an ITU-e-mail-address
- E-mail 2018-05-09: Information on Accounts of the ITU as per March 31, 2018
- E-mail 2018-04-24: Notice of Extraordinary Board Meeting on September 20, 2018, at 10:00 – 14:00, Regarding Appointment of Vice Chancellor From January 1<sup>st</sup>, 2019
- E-mail 2018-04-23: Signed ITU Strategic Framework Contract 2018 - 2021
- E-mail 2018-04-17: Approved and signed Articles of Association of the IT University of Copenhagen

**Item 13: Any Other Business**

We celebrate Jørgen´s and Annette´s eight years on the board.

Yours sincerely,

Gitte Gramstrup  
Assistant to the Executive Management

## Enclosure 1

**Follow-up on Strategic Framework Contract Targets for 2018**

The report stated in the chart below represents the results after the second quarter 2018.

**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 IT University admits at least 140 students on the Study Programme Bachelor in Software Development in 2018.	The IT University has offered admission to 161 applicants. The estimate is that slightly above 140 students are admitted as per 1 October 2018 (after early drop out).  There will be a follow-up after third quarter 2018.	
T2	The IT University admits at least 50 students on the Study Programme Bachelor in Data Science in 2018.	The IT University has offered admission to 79 applicants. The estimate is that slightly above 50 students are admitted as per 1 October 2018 (after early drop out).  There will be a follow-up after third quarter 2018.	

Target	Description	Comments	Status
T3	The number of women admitted in 2018 on the Study Programme Bachelor in Software Development after early dropout is at least 34.	The IT University has offered admission to 33 female applicants on the Study Programme Bachelor in Software Development.  The target is not achieved in 2018.	
T4	The dropout rate after first year of study among female students admitted in 2017 on the Study Programme Bachelor in Software Development is at most 20 per cent in 2018.	After second quarter, the dropout rate among female students admitted in 2017 on the Study Programme Bachelor in Software Development is nine per cent.  There will be a follow-up after third quarter 2018.	
T7	The IT University's total VIP / DVIP ratio is at least 3.0 and no ITU study programme has a VIP / DVIP ratio of less than 2.4.	The IT University's total VIP / DVIP ratio is 5.3. The Study Programme BSc in Software Development's VIP / DVIP ratio is 1.8. All other study programmes have a VIP / DVIP ratio above 2.4.  There will be a follow-up after third quarter 2018.	
T10	In 2018, the weighted rolling average of graduate unemployment measured fourth to seventh quarter after the graduation of MSc students graduated from the IT University in 2013, 2014 and 2015 is less than or equal to the weighted rolling average of MSc unemployment measured fourth to seventh quarter after the graduation of all MSc students for a shared Danish MSc programme. Similar to 2019, 2020 and 2021.	In 2018, the weighted rolling average of graduate unemployment measured fourth to seventh quarter after the graduation of MSc students graduated from the IT University in 2013, 2014 and 2015 is 11.2 per cent.  The weighted rolling average of MSc unemployment measured fourth to seventh quarter after the graduation of all MSc students for a shared Danish MSc programme in 2013, 2014 and 2015 is 11.6 per cent.  The target is achieved in 2018.	

Target	Description	Comments	Status
T12	In each of the years during the term of the contract and for any IT University study programme, there is a labor-market ticket that has been approved by the relevant Programme-Specific Employers' Panel within the last two years.	The MSc in Games and the Master in IT Management need an updated labor ticket in Autumn 2018 to remain within the two-year time limit.  There will be a follow-up after third quarter 2018.	
T13	During the contract period, the IT University establishes a competence center for public IT projects in collaboration with the Danish Agency for Digitisation and provides in this center research-based courses of short duration for public managers that can help them fulfill their role in digitalisation projects in the public sector.  Target for 2018: During 2018, at least 2 new PhD projects have been established in connection with the Center, either PhD projects paid by the Center's (external plus internal) funding or other PhD projects with a central connection to the Center, regardless of source of funding.	A Research assistant has been recruited to help define frameworks and methods in a subsequent Ph.D.-project more precisely. The project still hasn't got any name. Negotiations are going on with a candidate about an industrial PhD.  Another PhD project, agile in the public sector, is being discussed.  There were no usable applicants in the center's PhD call closed 28 May.  There will be a follow-up after third quarter 2018.	
T14	During 2018, the IT University will recruit at least two scientific staff at the level of Assistant Professor or higher in the field of Information Security.	In the first half of 2018, two Assistant Professors in the field of Information Security have been recruited.  The target is achieved in 2018.	
T15	During 2018, the IT University will recruit at least two scientific staff at the level of Assistant Professor or higher in the field of Data Science.	In the first half of 2018, three Assistant Professors in the field of Data Science have been recruited.  The target is achieved in 2018.	



Target	Description	Comments	Status
T16	The IT University will teach at least 30 high school teachers who are to teach Informatics in High School.	<p>A course will be held in fall 2018 as in fall 2017, in collaboration with Aarhus University and It-vest. Number and titles of participants are currently unknown. In 2017, there were 60 participants.</p> <p>There will be a follow-up after third quarter 2018.</p>	

### Follow-up on the Internal Targets for 2018

The report stated in the chart below represents the results after the second quarter 2018.

#### 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
T5	The number of women admitted in 2018 on BSc Data Science after early dropout is at least 17.	The IT University has offered admission to 24 female applicants. The estimate is that slightly above 17 students are admitted as per 1 October 2018.  There will be a follow-up after third quarter 2018.	

Target	Description	Comments	Status
T6	The IT University will reduce the average exceedance of the standard study time for graduated BSc students and graduated MSc students compared with 2011 to a maximum of 8.8 months in 2018 and a maximum of 8.2 months in 2019. In both 2020 and 2021, the average exceedance of the standard study time is still a maximum of 8.2 months.	The average exceedance of the standard study time is 1.0 month for BSc graduates and 2.3 months for MSc graduates totaling 3.4 months.  There will be a follow-up after third quarter 2018.	
T17	During 2018, at least six members of faculty whose Performance Points (PP) concerning external funding for 2016 and 2017 added was at most two PP have obtained external research funding which will bring each of them to at least 10 PP in external funding in 2019.	Six members of faculty whose PP concerning external funding for 2016 and 2017 added was at most two PP have obtained external research funding which bring each of them to at least 10 PP in external funding in 2019.  The target is achieved in 2018.	
T18	The IT University obtains funding for growth on the State Budget 2019	The negotiations with the Ministry of Higher Education and Science have been processing according to plans.  In the government's proposal for the Finance Act for 2019, the IT University has obtained funding for growth.  There will be a follow-up after third quarter 2018.	
T19	The IT University decides on the terms of reference for the external evaluation of its PhD School, decides on the international panel carrying out the evaluation, and finalizes the internal evaluation provided as input to the international panel.	The terms of reference for the external evaluation of the PhD School has been approved. The internal working group is about to begin the internal evaluation, and the international panel has been confirmed.  There will be a follow-up after third quarter 2018.	

Target	Description	Comments	Status
T20	The Board decides a plan for how the necessary building space for the period 2019-2024 is provided; specifically, it has to be decided if and when to start a construction of an additional building.	A model has been made for how many m <sup>2</sup> will be needed depending on how many new students there will be admitted in the years to come. The working group currently works on obtaining offers to build on the lot next to the IT University, and investigates the possibilities for establishing new auditoriums on the IT University and the possibilities for renting premises close to the IT University.  There will be a follow-up after third quarter 2018.	
T21	The IT University gets a clean Auditors' Report on Annual Report 2018	There have been no audit procedures so far.  There will be a follow-up after third quarter 2018.	
T22	The IT University can demonstrate progress in General Data Protection Regulation (GDPR) compliance in the form of changed practices and improved data management.	For two administrative departments, Communication and Personnel with specific GDPR sub-targets, it is assessed for both, that their targets will be met. For the remaining administrative departments, the sub-target is generic and formulated as 80 per cent fulfillment of a test. The type and form of the test is not yet agreed upon.  There will be a follow-up after third quarter 2018.	
T23	The average score on all the quantitative question in the course evaluation is at least 4.75 both in spring and in autumn 2018.	The Spring 2018 course evaluation score is 4.70.  The target is not achieved in 2018.	

Target	Description	Comments	Status
T24	The IT University admits at least 18 PhD students in 2018	At current four PhD students have been admitted. Further, nine PhD students are in the pipeline to be admitted this year.  There will be a follow-up after third quarter 2018.	
T25	During 2018, the IT University will recruit at least one PhD student and at least two scientific staff at the level of post-doc or higher in the field of Blockchain.	There are no PhD students and no postdocs to be hired for the Blockchain Centre.  There will be a follow-up after third quarter 2018.	
T27	The IT University offers an international PhD course in 2018 attracting at least 25 students, where at least eight are from outside the IT University.	Due to lack of resources, the target will not be achieved in 2018.	
T28	The PhD School no longer uses WikiIT by the end of 2018, instead it uses F2 and other IT systems, all hosted and physically running at the IT University.	The PhD School is in the process of moving to new IT platforms.  There will be a follow-up after third quarter 2018.	
T29	The PhD School arranges an internal symposium in 2018 for PhD students at the IT University only. The topic will be entrepreneurship.	An internal symposium is taking place in November 2018. Having consulted the evaluation from last year, the PhD School has decided to have a topic on dissemination (presentation and writing). In addition to the symposium, the PhD School would like to have a ½ to 1-day seminar at the IT University concerning entrepreneurship (grant writing and start-ups).  There will be a follow-up after third quarter 2018.	

## Accounts of the IT University of Copenhagen, as per June 30 2018

This report presents the second quarter actual accounts and the revised forecast of August 2018 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 increase from DKK -7.1 M to DKK -6.7 M compared to FCST 2018 April. We elaborate on income and costs in the section *First quarter financial follow-up*.

**Table 1: Overview of income, costs and equity**

Financial items (KDKK)	Actual 2016	Actual 2017	Budget 2018	FCST 2018 April	FCST 2018 August
Income	263,243	276,029	296,264	297,045	297,156
Personnel costs	-160,434	-177,461	-199,319	-194,101	-193,363
Other operating costs	-96,452	-103,919	-109,836	-110,043	-110,540
<b>Profit from ordinary operations</b>	<b>6,357</b>	<b>-5,352</b>	<b>-12,891</b>	<b>-7,100</b>	<b>-6,746</b>
Financial income and costs	2,815	3,285	909	-5	36
<b>Profit, year-end</b>	<b>9,172</b>	<b>-2,066</b>	<b>-11,982</b>	<b>-7,105</b>	<b>-6,710</b>
<b>Equity, end-year</b>	<b>78,287</b>	<b>76,221</b>	<b>64,239</b>	<b>69,116</b>	<b>69,511</b>
<b>Equity/income ratio</b>	<b>0.30</b>	<b>0.28</b>	<b>0.22</b>	<b>0.23</b>	<b>0.23</b>

Table 2 shows the forecast on staff. Compared to FCST 2018 April, the Departments plan to hire less Full-time non-senior researchers, but plan to hire more Part-time teachers, mainly teaching assistants.

**Table 2: Staff forecast**

Staff Forecast (FTE)	FCST 2018 April	Change	FCST 2018 August
Full-time senior researchers	64.6	0.1	64.7
Full-time non-senior researchers	64.0	-5.4	58.6
<b>Full-time department staff</b>	<b>128.6</b>	<b>-5.3</b>	<b>123.3</b>
Part-time external lecturers	8.6	-0.1	8.5
Part-time other	32.7	3.0	35.7
<b>Part-time department staff</b>	<b>41.3</b>	<b>2.9</b>	<b>44.2</b>
<b>Externally funded research staff</b>	<b>38.6</b>	<b>-0.1</b>	<b>38.5</b>
<b>Technical and administrative staff</b>	<b>148.5</b>	<b>0.6</b>	<b>149.1</b>
<b>Staff total</b>	<b>357.0</b>	<b>-2.0</b>	<b>355.1</b>

## 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 from August. In general, the estimate per June 30 is equal to two quarter of Budget 2018. 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 30 juni	Actual per 30 juni	Deviation per 30 juni	FCST 2018 April	Change	FCST 2018 August
Student activity grants and tuitions fees	80,882	80,797	-85	161,765	-171	161,594
Base grants	51,337	51,337	0	102,675	0	102,675
Other government grants	-1,886	-1,886	0	-3,771	0	-3,771
External research funding	14,104	12,860	-1,244	28,208	-12	28,196
Facilities subleasing	449	391	-58	898	0	898
<b>Income</b>	<b>144,887</b>	<b>143,499</b>	<b>-1,388</b>	<b>289,774</b>	<b>-183</b>	<b>289,592</b>
Personnel costs	9,242	9,844	602	18,484	-231	18,252
Other operating costs	2,451	908	-1,542	4,901	356	5,257
<b>External research</b>	<b>11,692</b>	<b>10,752</b>	<b>-940</b>	<b>23,385</b>	<b>125</b>	<b>23,510</b>
Personnel costs	49,509	48,082	-1,427	99,018	-399	98,619
Other operating costs	5,560	5,057	-504	11,121	875	11,996
Other income	-9	183	192	-19	19	0
<b>Departments</b>	<b>55,078</b>	<b>52,955</b>	<b>-2,123</b>	<b>110,157</b>	<b>457</b>	<b>110,614</b>
Personnel costs	38,300	37,982	-318	76,600	-108	76,492
Other operating costs	18,533	17,014	-1,519	37,066	1,719	38,785
Other income	3,645	3,690	46	7,290	275	7,564
<b>Technical and administrative departments</b>	<b>53,188</b>	<b>51,305</b>	<b>-1,883</b>	<b>106,376</b>	<b>1,336</b>	<b>107,712</b>
<b>Building</b>	<b>26,978</b>	<b>26,071</b>	<b>-907</b>	<b>53,956</b>	<b>-500</b>	<b>53,456</b>
<b>Management pools</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,000</b>	<b>-1,954</b>	<b>1,046</b>
<b>Ordinary operating net costs</b>	<b>146,937</b>	<b>141,084</b>	<b>-5,853</b>	<b>296,874</b>	<b>-536</b>	<b>296,338</b>
<b>Profit from ordinary operations</b>	<b>-2,050</b>	<b>2,416</b>	<b>4,465</b>	<b>-7,100</b>	<b>353</b>	<b>-6,746</b>
<b>Financial income and costs</b>	<b>-3</b>	<b>-247</b>	<b>-245</b>	<b>-5</b>	<b>41</b>	<b>36</b>
<b>Profit</b>	<b>-2,052</b>	<b>2,168</b>	<b>4,221</b>	<b>-7,105</b>	<b>394</b>	<b>-6,710</b>

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

*Technical and administrative departments* consists of net costs regarding 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 strategic growth, 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.

### Student activity grants and tuitions fees (-0.2 M)

Actual income follows the estimate as per June 30.

As we show in table 4, we expect income from study activity to follow the forecast. The fall in MSc students counters the rise in part time students.

In 2018, we expect the IT University to fulfil the target of the Study Progress Reform, and thus the Government will not reduce the completion bonuses.

**Table 4: Study activity forecast**

Study Activity Forecast	FCST April		Change		FCST August	
	units	KDKK	units	KDKK	units	KDKK
Students, BSc	619	57,241	-2	-168	617	57,073
Students, MSc	787	72,811	-10	-953	777	71,859
Students, guests and foreign scholarship students	40	4,915	1	94	41	5,009
<b>Students, full-time (FTE)</b>	<b>1,446</b>	<b>134,967</b>	<b>-11</b>	<b>-1,027</b>	<b>1,435</b>	<b>133,940</b>
<b>Students, part-time (FTE)</b>	<b>71</b>	<b>8,506</b>	<b>11</b>	<b>1,296</b>	<b>82</b>	<b>9,802</b>
<b>Completion, BSc + MSc</b>	<b>455</b>	<b>16,856</b>	<b>-11</b>	<b>440</b>	<b>444</b>	<b>16,416</b>
<b>Other student activity</b>		<b>1,435</b>		<b>-0</b>		<b>1,435</b>
<b>Total income from study activity</b>		<b>161,765</b>		<b>-171</b>		<b>161,594</b>

### Base grants and other government grants

Actual income from Base grants and other minor grants follows the estimate as per June 30.

### External research funding

The most recent forecast on external research funding from Research Support shows a decrease of DKK 1.2 M, due to delays in other operating spending.

The forecast includes an estimated delay of 12%.

### Facilities subleasing

Income from Facilities subleasing follows the estimate as per June 30.

Currently, we do not offer vacancies for subleasing. We expect the strategic growth in education will require additional space for students and staff.



**External research**

Actual personnel spending is above the estimate as per June 30 by DKK 0.6 M

Actual other operating spending is below the estimate as per June 30 by DKK 1.5 M. We expect spending will catch up in the last two quarters.

FCST August still shows an expected overhead of 17 %, as we have more private funded projects, where overhead is in general very low, compared to overhead from public funded projects.

**Departments (0.5 M)**

The actual personnel spending is below the estimate as per June 30 by DKK 1.4 M. We have adjusted the forecast according to the hiring plans from the departments. We expect the personnel spending to pick up in the last two quarters, especially by Study Board, who plans to hire more teaching assistants, and runs the qualification seminars during summer 2018.

The actual other operating spending is also below the estimate as per June 30 by DKK 0.5 M. We expect activities will pick up during the last quarter of the year as in previous years. Forecast August has increased by DKK 0.9 M, as Departments have transferred budget from personnel costs to other operating costs, to support strategic growth.

The actual income follows the estimate as per June 30.

**Technical and administrative departments (1.3 M)**

The actual personnel cost follows the estimate as per June 30.

The actual other operating cost is below the estimate as per June 30 by DKK 1.5 M. We expect cost to pick up in the last two quarters. Due to replacement of IT equipment and interior in fall.

The actual income follows the estimate as per June 30. Income derives from income from the externally funded projects, ITU Open Entrepreneurship and Increasing Diversity in Computer Science.

We have adjusted income regarding ITU Professional courses upwards, as we expect enrollment to increase a bit.

**Building (-0.5 M)**

The actual spending is below the estimate as per June 30 by DKK 0.9 M. Spending will pick up during third quarter, as Facilities Management plan most building maintenance for the summer holidays as in previous years.

**Management pools (-2.0 M)**

Management pools have decreased by DKK 2.0 M, which reflects transfers from management pools to other budget items in order to support strategic actions.

### Financial income and costs

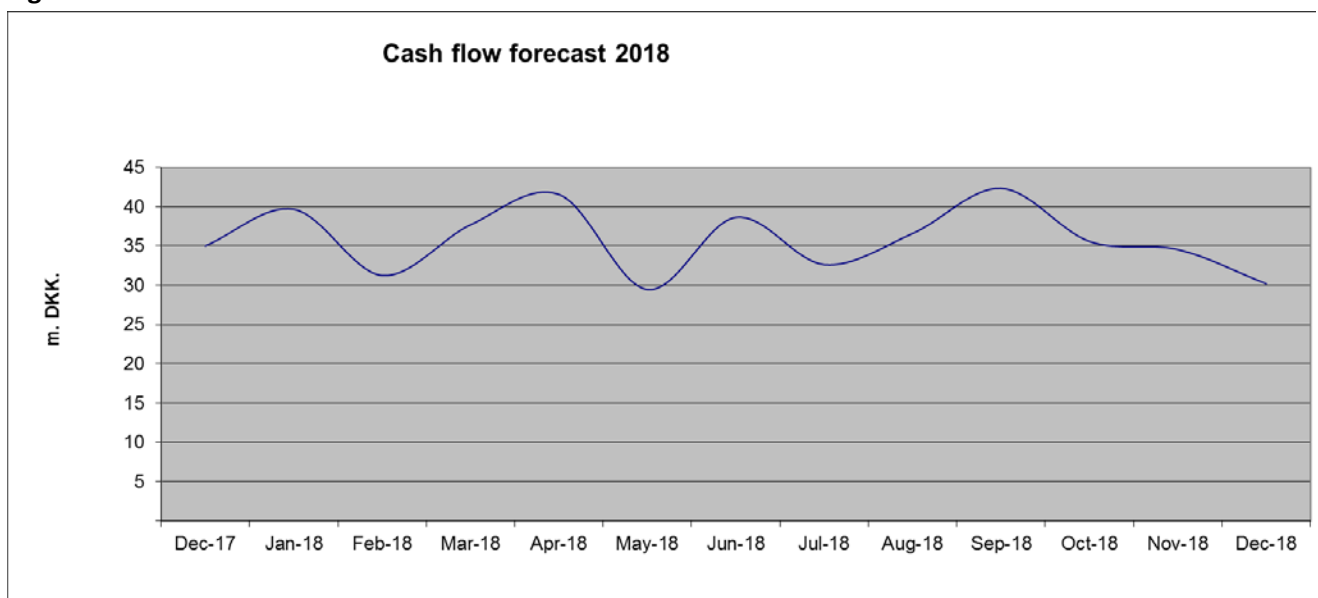
Financial income is below the estimate as per June 30 by DKK 0.3 M. Gain and loss on investments will fluctuate further during the year.

### Cash flow forecast

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 advises Executive Management on cash transfers to the investment portfolio.

The cash flow peaks low in February, May, July and October due to the quarterly payments of rent. By the end of the year, cash holdings decline further due to annual payments of large operating agreements.

Figure 1: Cash flow forecast



### **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 external research funding forecast from August includes a general assumption of days in planned activities. Any further grants awarded this year are not expected to start significant spending until next year.

The ordinary operating uncertainties, which could affect the forecast August, 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.

Expected capital gain on investments is estimated at DKK 0.0 M though accounts currently show a negative return of investment in second quarter. 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 2019 - 2022

This presentation concerns the ITU Framework Budget for 2019-2022.

#### Summary

Management recommends that the Board approves the submitted framework budget and authorize the Management to prepare the budget proposal for 2019.

The Framework Budget shows a positive result of DKK 10.1 M in 2019 and an accumulated positive result of DKK 3.2 M throughout the four-year period. This includes a management pool of DKK 18.0 M to sustain the ongoing strategic actions.

In 2022, the equity/income-ratio is 0.21, which is above the preferred level of 0.18.

If the Board approves the Framework Budget, we will present the final budget proposal for 2019 at the Board meeting on 22 November 2018.

#### Management assumptions

In general, we assume the Budget Proposal Act for 2019 (FFL 2019), as presented by the Government on 30 August 2018, is passed by Parliament, without substantial changes regarding the university. If the Government priorities that are announced later deviate significantly from the present Budget Proposal Act for 2019, the Management will present a new Framework Budget for 2019-2022 to the Board.

Specifically, we base the Framework Budget for 2019-2022 on the following assumptions:

- Admission of students and student activity will be as shown in table 3 and table 4.
- Based on the Budget Proposal Act for 2019, the admission will increase as shown in table 4.
- After negotiating with The Minister of Higher Education and Science, we have been granted an additional base grant of DKK 35.0 M to support the growth in 2019 to 2021, and DKK 25.0 M in 2022.
- The government 2.0 pct. cut back continues in 2022, resulting in government grants reduction by DKK 4.0 M in 2022.
- Spending of external research funding follows forecast from Head of Departments, of DKK 36.6 M in 2019 to DKK 36.2 M in 2022. The forecast seems optimistic, and if actual spending is substantial lower than budgeted, we will revise the budget process next year.
- We expect to stop subleasing from 2019, to make room for new staff and 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 1.0 administrative FTE.

- Historically the three departments have not used 100 pct. of their budget for personnel costs, and we assume that they will only use 96 pct. in 2019 and onwards.
- Income from interest and return on the investment portfolio provide a return of DKK 0.9 M from 2019 and onwards.
- Building costs includes additional building costs of DKK 2.5 M in 2019, and DKK 5.0 M in 2020 and onwards, as we expect to rent additional facilities to accommodate growth in students and staff. Currently we don't have the exact estimate for additional facilities and preliminary researching is ongoing.

We base the Framework Budget on equity at the end of 2018 as expected in the accounts as per June 2018 from August 2018. In 2019, we regulate Government grants with a +0.9 pct. average price/wage inflator, as stated in the Government's initiative. We regulate personnel costs and other operating costs with +2.0 pct. and +1.0 pct. in 2019, respectively. The inflators regarding 2020 to 2022 are set at the 2019 level.

**Table 1: Framework Budget 2019-2022**

Budget items (DKK 1,000)	Budget 2018	Forecast 2019	Forecast 2020	Forecast 2021	Forecast 2022
Study activity grants and tuition fees	157.708	121.136	123.554	125.102	126.106
Education, base grants	0	33.091	32.429	31.779	31.143
Research, base grants	96.725	98.643	98.163	98.294	96.144
Research, base grants negotiations	5.000	35.000	35.000	35.000	25.000
Other government grants	-3.771	287	287	287	287
External research funding	29.729	36.567	36.966	40.092	36.193
Facilities subleasing	898	0	0	0	0
<b>Income</b>	<b>286.289</b>	<b>324.724</b>	<b>326.399</b>	<b>330.554</b>	<b>314.873</b>
External research funding	22.594	29.620	29.943	32.474	29.316
Departments	107.929	116.002	119.666	123.459	125.281
Technical and administrative departments	110.043	106.431	105.615	109.523	110.603
<b>Ordinary operating cost</b>	<b>240.566</b>	<b>252.052</b>	<b>255.224</b>	<b>265.457</b>	<b>265.200</b>
<b>Building</b>	<b>55.114</b>	<b>58.979</b>	<b>60.704</b>	<b>60.704</b>	<b>60.704</b>
<b>Management pools</b>	<b>3.500</b>	<b>4.500</b>	<b>4.500</b>	<b>4.500</b>	<b>4.500</b>
<b>Profit from ordinary operations</b>	<b>-12.891</b>	<b>9.194</b>	<b>5.971</b>	<b>-107</b>	<b>-15.531</b>
<b>Financial income and costs</b>	<b>909</b>	<b>909</b>	<b>909</b>	<b>909</b>	<b>909</b>
<b>Profit</b>	<b>-11.982</b>	<b>10.103</b>	<b>6.880</b>	<b>802</b>	<b>-14.622</b>
<b>Equity end-year</b>	<b>62.729</b>	<b>72.831</b>	<b>79.712</b>	<b>80.514</b>	<b>65.892</b>
<b>Equity/income ratio</b>	<b>0,22</b>	<b>0,22</b>	<b>0,24</b>	<b>0,24</b>	<b>0,21</b>

In table 1, we show income, cost and equity for the next four years including a decline/increase in the equity/income ratio from 0.22 in 2019 to 0.21 in 2022, which is above the preferred level of 0.18.

The Framework Budget shows a positive result of DKK 10.1 M in 2019 and an accumulated positive result of DKK 3.2 M throughout the four-year period. This includes a management pool of DKK 18.0 M to sustain ongoing strategic actions.

The Framework Budget shows a result of DKK -14.6 M in 2022, as we don't expect Base grants of DKK 10.0 M to continue in 2022.

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

Technical and administrative departments consists of net costs regarding 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 strategic growth, 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.

**Table 2: Staff forecast**

Staff (FTE)	Budget 2018	Forecast 2019	Forecast 2020	Forecast 2021	Forecast 2022
Full-time senior researchers	62,0	67,8	70,8	73,8	75,8
Full-time non-senior researchers	67,3	61,5	62,9	64,7	64,6
<b>Full-time department staff</b>	<b>129,3</b>	<b>129,3</b>	<b>133,7</b>	<b>138,5</b>	<b>140,4</b>
Part-time external lecturers	16,8	17,6	18,2	18,8	19,2
Part-time other	32,7	37,0	38,2	39,3	40,0
<b>Part-time department staff</b>	<b>49,5</b>	<b>54,6</b>	<b>56,4</b>	<b>58,1</b>	<b>59,2</b>
<b>Externally funded research staff</b>	<b>29,9</b>	<b>47,7</b>	<b>48,2</b>	<b>52,3</b>	<b>47,2</b>
<b>Technical and administrative staff</b>	<b>149,3</b>	<b>152,9</b>	<b>153,7</b>	<b>158,5</b>	<b>160,4</b>
<b>All staff</b>	<b>358,0</b>	<b>384,5</b>	<b>392,0</b>	<b>407,4</b>	<b>407,2</b>

Table 2 shows the changes in scientific and administrative staff. The heads of department have planned faculty staffing in compliance with the Quality Policy for education and PP-model.

## 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 2018		Forecast 2019		Forecast 2020		Forecast 2021		Forecast 2022	
	units	KDKK	units	KDKK	units	KDKK	units	KDKK	units	KDKK
Students, BSc	611	56,534	691	45,825	735	47,788	757	48,236	772	48,245
Students, MSc	765	70,744	788	52,268	806	52,432	842	53,641	875	54,629
Students, guests and foreign scholarships	36	4,591	40	4,321	40	4,283	40	4,245	40	4,208
<b>Students, full-time (FTE)</b>	<b>1,412</b>	<b>131,869</b>	<b>1,519</b>	<b>102,414</b>	<b>1,581</b>	<b>104,503</b>	<b>1,639</b>	<b>106,122</b>	<b>1,687</b>	<b>107,082</b>
<b>Students, part-time (FTE)</b>	<b>61</b>	<b>7,382</b>	<b>60</b>	<b>6,786</b>	<b>58</b>	<b>6,537</b>	<b>56</b>	<b>6,312</b>	<b>56</b>	<b>6,268</b>
Employment bonus	0%	0	69%	3,862	69%	3,942	69%	4,005	69%	4,042
Excess study time bonus	0%	0	100%	5,808	100%	6,308	100%	6,408	100%	6,468
Quality		0		869		869		869		869
Completion (number)	455	16,856	-	0	-	0	-	0	-	0
<b>Bonuses</b>		<b>16,856</b>		<b>10,539</b>		<b>11,119</b>		<b>11,282</b>		<b>11,379</b>
<b>Other student activity</b>		<b>1,601</b>		<b>1,397</b>		<b>1,395</b>		<b>1,386</b>		<b>1,377</b>
<b>Total income from study activity</b>		<b>157,708</b>		<b>121,136</b>		<b>123,554</b>		<b>125,102</b>		<b>126,106</b>

The income from education in 2019 and onwards is low compared to Budget 2018. FFL 2019 includes a reduction of government rates by 25 pct. But instead education base grant has increased by similar amount based on the study activities level of 2017. From 2019 the income from education are increasing from DKK 121 M to DKK 126 M, as we expect to admit more full time students.

Completion bonus are omitted from 2019, instead employment bonus and excess study time bonus is introduced. We expect to fulfill the employment bonus by 69 pct. and excess study time bonus by 100 pct.

**Table 4: Student admission forecast**

Admission (Number of students)	Actual 2017	Admitted 2018	Forecast 2019	Forecast 2020	Forecast 2021	Forecast 2022
SWU	147	147	140	140	140	140
DMD	63	59	59	59	59	59
GBI	67	68	60	60	60	60
DS	56	64	83	100	100	100
<b>BSc</b>	<b>333</b>	<b>338</b>	<b>342</b>	<b>359</b>	<b>359</b>	<b>359</b>
DDK/DKM	145	132	134	130	130	130
DIM (EBUSS)	132	137	130	130	130	130
SDT/INT	160	0	0	0	0	0
SDT CS	0	89	126	150	162	162
SDT DS	0	74	65	70	75	75
GAMES/MTG/MMT	61	49	50	50	50	50
<b>MSc</b>	<b>498</b>	<b>481</b>	<b>505</b>	<b>530</b>	<b>547</b>	<b>547</b>
ILM	48	40	40	40	40	40
SEN	4	0	0	0	0	0
<b>Master</b>	<b>52</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>
<b>Total</b>	<b>883</b>	<b>859</b>	<b>887</b>	<b>929</b>	<b>946</b>	<b>946</b>

Table 4 shows the admission forecast for each study programme.

**Table 5: Student activity rates**

<b>Student activities rates (DKK)</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Government Grant, BSc (FTE)	92,500	66,355	65,036	63,737	62,469
Government Grant, MSc (FTE)	92,500	66,355	65,036	63,737	62,469
Government Grant, Guest students (FTE)	92,500	66,355	65,036	63,737	62,469
Employment rate target	0.0%	94.6%	94.6%	94.6%	94.6%
Excess study time target months	0	3.8	3.8	3.8	3.8
Government Grant, part-time SEN (FTE)	41,000	39,639	38,841	38,062	37,301
Government Grant, part-time IND (FTE)	41,000	39,639	39,639	39,639	39,639
Government Grant, part-time ILM (FTE)	29,600	28,604	28,028	27,466	26,916
Tuition fee, part-time students	85,000	85,000	85,000	85,000	85,000

Table 5 shows the student activity rates from Budget Proposal Act for 2019 and the steady reduction of government grants for student FTEs each year.

### **Uncertainties regarding Framework Budget 2019**

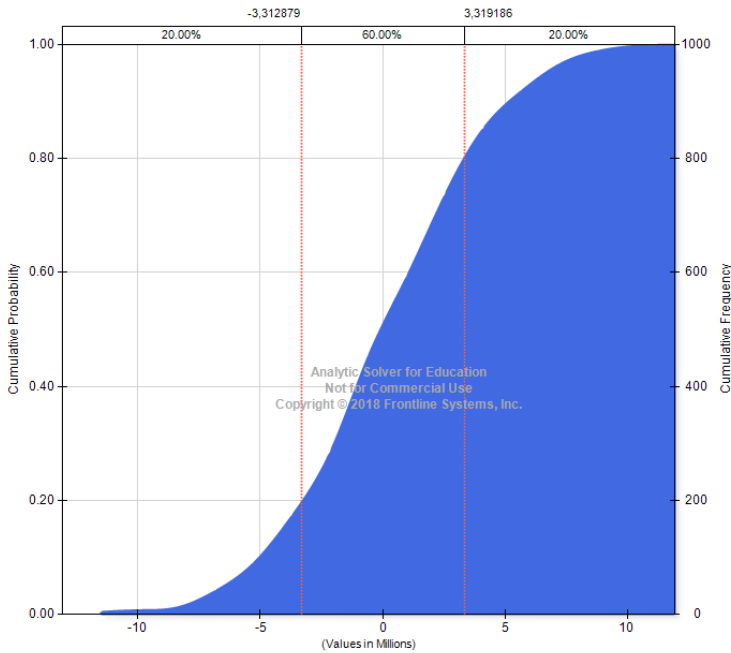
We base the Framework Budget on the Budget Proposal Act, and we assume that Parliament pass the final Budget Act without substantial changes.

The ordinary operating uncertainties, which could affect the Framework Budget, includes production of full-time and part-time student FTE, external research funding, self-insurance.

Expected capital gain on investments is estimated to DKK 0.9 M. However, the capital markets are somewhat volatile, and the actual bond prices might significantly influence the year-end result.



**Figure 1: Operating uncertainties related to end year result 2019**



The simulation in figure 1 indicates that the probability of the actual result being at least DKK 3.3 M less than the budgeted result of DKK 10.1 M is approx. 20 pct. Equally, the probability of the actual result being at least DKK 3.3 M more than the budgeted result of DKK 10.1 M is approx. 20 pct.

The Appendix *Uncertainties related to Framework Budget 2019* elaborates further on uncertainties included in the simulation of ordinary operating risks and the specific operating risk regarding Budget Proposal Act and building.

## Enclosure 9a

Journalnr.: 021-0003

**Forretningsorden**  
**Bestyrelsen**  
**IT-Universitetet i København (ITU)**

**§ 1 Forretningsordenens hjemmel**

Denne forretningsorden oprettes i henhold til vedtægterne for IT-Universitetet i København, § ~~107~~, nr. ~~1714~~.

**§ 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~~[universitetsdirektør](#) 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:

- 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 15. 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 besluttet 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. § ~~118~~ 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)
- valgeregler
- 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 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.

## § 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.

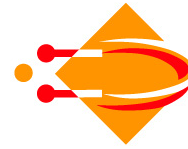
Således besluttet og godkendt ved bestyrelsesmøde, torsdag den 21. september 2017

På bestyrelsens vegne

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Maria Rørbye Rønn

Formand



## **Enclosure 9b**

### **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, § ~~107~~, no. ~~1714~~.

##### **§ 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~~University Director introduces new Members of the Board to the ITU's finances.

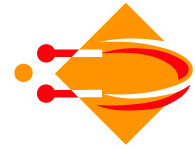
Ss. 2 By agreement with the Vice Chancellor relevant supplementary courses can be given to the Chairman of the Board and the Members of the Board.

##### **§ 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:

- 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 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.

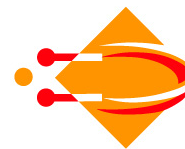
Ss. 2 Meeting plan is worked out for one calendar year at a time and is decided, at the latest, at the second last regular board meeting in the calendar year. The meeting plan contains specifications of regular meetings, pre-meetings between the Chairman of the Board and the Vice Chancellor, and dates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

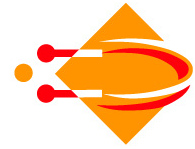


- Ss. 2 At every Board Meeting, the agenda must contain at least the following items:
1. Final approval of minutes from the previous meeting
  2. Briefing by the Vice Chancellor
  3. Follow-up on accounts
  4. Any Other Business
- Ss. 3 Items, which a Member of the Board wishes to be discussed at a future 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**

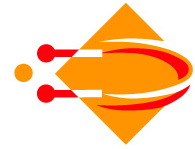
The Board Meetings are managed by the Chairman.

- 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 1<sup>st</sup>, 2011. Enclosures that are not authored at the University or are written before October 1<sup>st</sup>, 2011, may be in Danish. As from October 1<sup>st</sup>, 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. § 118 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.

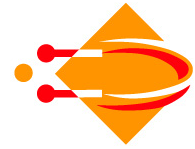
Ss. 2 The minutes are sent to the Members of the Board, at the latest, 8 days after a held meeting, and must contain specification of 8 days for the deadline for objections. If no objections are received in writing within this deadline, the minutes are regarded as approved, and decisions made at and 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

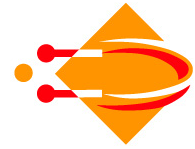
Students, staff and others interested have, as a principal rule, access to information on the Board's work, including documents on the decision process (agenda etc.), basis for Board decisions and their arguments. However, in exceptional cases the Board can deny this access, if the character of the matters 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 University's students about this, including to whom the Confidential Information has been given. The representative for the university's researchers, the representative for the technical and administrative staff, and the representatives for the students at the University on the Board are subsequently entitled to discuss the relevant Confidential Information with those, to whom the Vice Chancellor has given the information.

## **§ 11 Communication Policy**

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

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

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

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

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

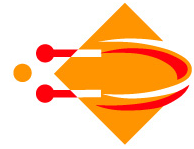
## **§ 12 Chairman of the Board**

The Chairman of the Board is spokesman for the Board and manages current contacts to the Vice Chancellor between the Board Meetings.

## **§ 13 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.

#### **§ 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, Thursday September 21, 2017

On behalf of the Board,

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Maria Rørbye Rønn  
Chairman

## Enclosure 10 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
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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 comprehensible?
- Of adequate quantity?
- Sufficient as basis for decisions?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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: