

Executive Management  
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For the Members of the IT University Board

**Comments on the minutes are kindly asked to be given in writing to the Journal ([journalen@itu.dk](mailto:journalen@itu.dk)) on December 7, 2018, at the latest.**

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

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

Confidential Items are marked in grey and are only for the Board's own use. This applies to enclosures marked in grey as well.

The rest of the document and enclosures are Available Public Information.

## MINUTES

Board meeting,

November 22, 2018, at 14:00 – 17:00

### Present:

From the Board: Maria Rørbye Rønn, Lars Mathiesen, David Basin, Lars Frelle-Petersen, Kristine Stenhuus, Irina Shklovski, Karina Garnier Christensen (substitute for Susan Skriver Gandrup on leave), Emma Arfelt Kock and Liam Phan Asmussen.

From the Executive Management: Mads Tofte, Jens Chr. Godskesen and Georg Dam Steffensen.

Regrets: None.

The minutes taker:  
Gitte Gramstrup

## **Public items:**

### **1. Welcome to New External Board Members**

The Chairman of the Board welcomed Kristine Stenhuus and Lars Frelle-Petersen as new external members of the board. She also welcomed Karina Garnier Christensen as substitute for Susan Skriver Gandrup during her leave of absence. The Chairman of the Board encouraged the new board members to join the good and open environment on the board.

The new board members briefly presented themselves.

### **2. Approval of the Minutes from the Previous Meeting (decision)**

No comments to the minutes from the meeting on September 20, 2018, had been received.

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

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

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

*The minutes were formally approved.*

### **3. Follow-up on Result Targets and Strategic Targets (briefing)**

The Chairman of the Board clarified the difference between enclosure 1 and 2 to the new board members and gave the word to Mads Tofte.

Mads Tofte started by giving a briefing on the recent yearly meeting with the ministry (the Danish Agency for Institutions and Educational Grants). It was a successful meeting with a good and open dialogue and discussion of ITU's operational plan 2018 regarding the Strategic Framework Contract 2018 – 2021. There was a positive response from the agency on the strategic challenges (further growth and future need of new building) presented by ITU, and an open door to start a dialogue. The next step will be to prepare some scenarios suited for discussions with the agency.

Mads Tofte referred to enclosure 1 and 2 and the comments on the agenda and answered clarifying questions from the board members on some of the targets. Regarding T13 (establishment of a competence center for public IT projects in

collaboration with the Danish Agency for Digitisation), enclosure 1, Mads Tofte sketched the latest development, including a close dialogue with the Danish Agency for Digitisation on different subjects and projects and a recent steering group meeting. Hirings progress slower than expected. Before Christmas, an action plan 2019 will be made.

The Chairman of the Board rounded the item by concluding that the follow-up and explanations given were satisfactory.

#### **4. The Accounting of Third Quarter and the Prediction of the Result of the Year 2018 (briefing)**

Georg Dam Steffenen referred to enclosure 3 and concluded that the result was a little better than expected. The development reflects the usual pattern – that more is spent in the fourth quarter than in the third – and there are no concerns.

The Chairman of the Board noted that there were no comments to enclosure 3.

#### **5. Plans of Actions 2019 (briefing)**

Mads Tofte referred to enclosure 4 and explained the process through which the document has emerged. It is not a complete list, but lists things that ITU really needs to do. He went through the document, answered questions from the board members and elaborated on different items.

Regarding 2 – Research: Things seem to be moving in the right direction, but ITU – for different reasons - has fewer PhD students percentage than the old universities and more could be done. The Chairman of the Board noted that the next strategic discussion on the board – based on previous questions and comments from members of the board - will be on research and hiring (and retaining) of faculty.

Regarding 3 – Improving Operations Related to Teaching: There is a focus on why many female students drop out relatively late (long after finishing their first year).

Regarding 5 – Gender and Diversity: A tough and ongoing challenge.

Regarding 6 – Business Development, Digitalisation: The content could change over time.

Regarding 9 – IT in Primary and Secondary School: Private funding is being applied for. Kristine Stenhuus noted the importance of reaching children. Mads Tofte agreed and added the importance of finding out how to scale. On a remark from Lars Frelle-Petersen, both Mads Tofte and the Chairman of the Board agreed that it is interesting to follow the “Microbit Project” (a specific current project in primary school).

The Chairman of the Board found enclosure 4 to be a good document to have – also in the light of having a new vice chancellor. It gives transparency on how to do things.

On inquiry from Lars Frelle-Petersen, Jens Chr. Godskesen stated that the national strategy on AI (artificial intelligence) is an opportunity to discuss this with the board. Irina Shklovski informed of a report on the subject.

## **6. Language of Study Programmes (decision)**

The Chairman of the Board gave the word to Mads Tofte who referred to the comments on the agenda and gave an update on the latest development in form of a circular/"hyrdebrev" from the ministry. He sketched the content of the circular and the background for it. In short, the circular, which contains a number of "specifying conditions" of importance to the decision of offering a study programme in Danish or in English, does not make things easier. At the same time, the circular opens up the opportunity to having English-speaking study programmes with a Danish admission requirement. Mads Tofte gave a briefing on the criticism from the circle of vice chancellors, especially regarding study programmes which do not have a sufficient number of Danish applicants, and whose graduates (who stay in Denmark after graduation) are in highly demand on the labour market. At present roughly 30 % of the students at ITU are foreign and about 50 % of the foreign graduates stay in Denmark. The net result on the financial effects are positive. On inquiry from the board, Mads Tofte confirmed that there has been no hearing process prior to the circular being send out.

There was a thorough discussion and exchange of views, and a majority of the board members strongly disagreed partly with the general use of Danish language as a means to reduce the number of foreign students, partly was not happy with the ministry sending out a circular with this deep impact on the strategy of the university.

The Chairman of the Board rounded the discussion by stating a general agreement that this is complicated and complex and cannot be solved in the actual meeting. It was agreed postponing concrete decisions regarding language on study programmes until the board has had the opportunity to go deeper into the issue and until the position of other Danish universities on the matter had been clarified. She asked Executive Management to make a plan for how to approach this. In addition, Executive Management was asked to make a short note to the Chairman of the Board, describing the consequences of the circular. She asked that all board members receive the note.

When Executive Management can present its plan, it will be decided on whether an extra-ordinary board meeting will be necessary, or if the board can decide based on a discussion in writing.

### ***Recommendation:***

*Executive Management recommends that*

- (a) *The university aims to get exemption from the ban on growth in the number of non-Danish students on programmes that have high retention and low unemployment (MSc Computer Science, MSc Software Design);*
- (b) *The university aims to change the following study programmes from English-language programmes to being Danish-language programmes: Bachelor in Data Science and Bachelor in Global Business Informatics. Students already enrolled in the current English-language versions of these bachelor programmes will be able to complete their studies without having to learn Danish and the university will try to ensure that such students can continue at ITU at the MSc level, at least for a few years, without having to take courses that are taught in Danish.*

**Conclusion:**

*The board unanimously approved the recommended (a). Regarding the recommended (b), the board asked Executive Management to present a plan to be discussed and decided on by the board in due time before the end of January.*

**Confidential items:**

**7.**

**8.**

**Public item:**

**9. The Budget 2019 (decision)**

The Chairman of the Board asked Georg Dam Steffensen to present and go through the budget proposal, especially due to the new board members.

Georg Dam Steffensen referred to enclosure 6 and went through the sources of income; the ITU budget model; the process until now (an increase in base funding); promises given to the ministry; and changes since Framework Budget 2019. Summary: ITU will grow in 2019. Executive Management recommends spending up to extra 7 mill. DKK than shown in the budget (enclosure 6) on needed new/extra accommodation.

On inquiry from Kristine Stenhuus, Georg Dam Steffensen stated that the yearly 2% cut is assumed to continue and is in the budget.

**Recommendation:**

*Executive Management recommended that the Budget 2019, plus the spending of up to extra 7 mill. DKK on extra accommodation, be approved.*

**Conclusion:**

*The Budget 2019 plus a framework of extra 7 mill. DKK were unanimously approved.*

**Confidential item:****10.****Public items:****11. Questions Regarding Mail-delivered Briefings (briefing)**

The Chairman of the Board concluded that there were no questions to the mail-delivered briefings. She drew the attention to the new date for the strategy seminar in 2019 (September 19 – same day as the ordinary September board meeting).

**12. Any Other Business**

Mads Tofte, this being his last meeting with the ITU board, entertained with highlights from the very first (on April 9, 1999) ITU board meeting and the fourth meeting (in June 1999). He thanked the board members for good cooperation and stated that it had been a great pleasure to working with them.

The Chairman of the Board – who would save her speech for the reception for Mads on December 12, 2018 – thanked Mads and called him a fiery soul whose values will surely live on in the walls of ITU after his retirement. She hoped to see as many as possible at the reception.

Emma Arfelt Kock informed, that this might be her last board meeting if she is not re-elected as student member. She found the board work to be very productive with open discussions and possibilities to ask any questions.

The Chairman of the Board rounded the meeting by thanking Emma Arfelt Kock for her valuable contributions to the board so far, and the members for a good meeting. When Executive Management's plan regarding the item 6 is ready, it will be decided whether an extra-ordinary board meeting might be necessary or not.

Respectfully submitted,

Gitte Gramstrup  
Assistant to the Executive Management