

For the Members of the Board

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

The rest of this document and enclosures are Publicly Available Information.

**Agenda for the IT University Board Meeting on Thursday, April 12, 2018, at 14:00 – 17:00, in Room 3A20/28, IT University of Copenhagen, Rued Langgaards Vej 7, 2300 Copenhagen S**

**Public items:**

- 1. Welcome to Two New Elected Members of the Board (briefing)**
- 2. Approval of the Minutes from the Previous Meeting (decision)**
- 3. ITU Annual Report 2017 (decision)**  
**Enclosure 1a+1b:** ITU Annual Report 2017 (in Danish and English)
- 4. Fulfilment of Targets and Accounting Figures for 2017 (discussion)**  
**Enclosure 3:** Follow-up on Strategic Targets for 2017 (as of December 31, 2017)
- 5. Externally Funded Research (briefing)**  
**Enclosure 4:** Procedures Concerning Financial Follow-up on Externally Funded Research

**Confidential items:**

- 6.**
- 7.**
- 8.**
- 9.**

**Public items:****10. Articles of Association of the IT University of Copenhagen – minor revision (decision)**

**Enclosure 7a:** Udkast til mindre vedtægtsændring i Tillæg 1 til Vedtægter for IT-Universitetet i København (in Danish)

**Enclosure 7b:** Draft minor revision of Appendix 1 to Articles of Association of the IT University of Copenhagen (in English)

**11. Appointment of External and Internal Board Member for the Recommendation Committee (decision)****12. Presentation of Education Portfolio Report and Executive-level Employers' Panel Report (briefing)**

**Enclosure 8:** Executive-level Employers' Panel Report 2018

**13. Questions Regarding Mail-delivered Briefings (briefing)****14. Any Other Business**

## The Executive Management's comments on the agenda

### Public items:

#### **Item 1: Welcome to Two New Elected Members of the Board**

The two new members are Susan Skriver Gandrup, representing technical and administrative staff, and Liam Phan Asmussen, student representative.

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

No comments to the minutes from the meeting on 23<sup>rd</sup> November 2017 have been received.

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

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

#### **Item 3. ITU Annual Report 2017 (decision)**

**Enclosure 1a+1b:** ITU Annual Report 2017 (in Danish and English)

Peter Gath and Morten W. Larsen, Ernst & Young, will present Ernst & Young's Long-form Audit Report to the Board.

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

*The Executive Management recommend that the Board approve and sign Annual Report 2017.*

#### **Item 4. Fulfilment of Targets and Accounting Figures for 2017 (discussion)**

**Enclosure 3:** Follow-up on Strategic Targets for 2017 (as of December 31, 2017)

Concerning accounting figures, we refer to the discussion in Section 2.5 of Annual Report 2017. As for fulfilment of the goals in the development contract 2015-2017, we refer to Sections 4.3 and 4.4 of Annual Report 2017.

Concerning fulfilment of strategic goals, note that the three goals concerning admission are green. To the credit of the three departments, it could be argued that the strategic goal concerning performance points for the institution as a whole is met, because the total number of PP delivered does live up to the total defined in the ECTS-model. However, the ECTS model allows for a certain flexibility between points generated by teaching, bibliometric points and externally funded research, respectively. The points for 2017 do not stay within those bounds of flexibility, meaning that teaching has played a bigger role and externally funded research a smaller role than desired. Therefore, the traffic light is yellow.

## **Item 5. Externally Funded Research (briefing)**

### **Enclosure 4: Procedures Concerning Financial Follow-up on Externally Funded Research**

At the Board meeting of 23<sup>rd</sup> November 2017, two problems were discussed under agenda item 2:

1. How to improve the financial follow-up during the year to be able to follow more closely, whether project spending follows the plans and/or targets;
2. How to increase the number of principal investigators of externally funded research projects.

As for item 1, Enclosure 4 summarises administrative and procedural changes made (or planned) in order to get more accurate reporting throughout the year. The first time this new reporting structure will be used is in the reporting concerning Q1 of 2018.

As for item 2, i.e., increasing the number of principal investigators, a number of things are going on:

- Heads of Departments systematically discuss plans for attracting external funding with all senior faculty as part of the yearly staff development interviews ("MUS");
- Heads of Departments systematically discuss plans made with senior faculty with the Vice Chancellor;
- The SparkIT initiative from 2017 has been repeated in 2018, this time for nine faculty members, three from each department. The Heads of Department and the Executive Management try to help the faculty members in question with whatever seems most relevant in the individual case;
- The goals concerning externally funded research in the result contracts of Executive Management and the Heads of Department are changed. Instead of formulating a goal about the average external funding spent per senior VIP, we now measure the number of senior VIP who move from having spent very little or no external funding in the past two years to becoming principal investigators of an externally funded project of non-trivial size (typically at least 200.000 DKK per year);
- The administrative unit Research Support has been allocated one more full-time position;

The reason for focussing on increasing the number of principal investigators is that this seems to be the wise thing to do, from a long-term perspective. However, ITU simultaneously continues to support researchers who are already successful as principal investigators and are keen to become even more successful.

### **Confidential items:**

#### **Item 6.**

#### **Item 7.**

**Item 8.****Item 9.****Public items:****Item 10. Articles of Association of the IT University of Copenhagen – minor revision (decision)**

**Enclosure 7a:** Udkast til mindre vedtægtsændring i Tillæg 1 til Vedtægter for IT-Universitetet i København (in Danish)

**Enclosure 7b:** Draft minor revision of Appendix 1 to Articles of Association of the IT University of Copenhagen (in English)

On December 6, 2017, the Danish Agency for Institutions and Educational Grants approved and signed the revised Articles of Association of the IT University of Copenhagen, approved by the Board at the board meeting on November 23, 2017.

In connection with the subsequent work establishing an appointment committee and a recommendation committee, a practical, unexpected problem has occurred. It turns out that not all of the three largest non-public contributors to the external funding of research of the IT University want to appoint one of their management members respectively, to be member of the recommendation committee – see Appendix 1 to the Articles of Association of the ITU, § 1, sub-section 3, number 2. In order to create some kind of “flexibility” making it possible to find five external members in total, who will accept an appointment as member of the recommendation committee, the Danish Agency for Institutions and Educational Grants has confirmed, that a new minor revision of the Articles of Association of the ITU University of Copenhagen is necessary.

The draft revision – see Appendix 1 to the Articles of Association of the IT University of Copenhagen, § 1, sub-section 3 to 5 – is being discussed with the Danish Agency for Institutions and Educational Grants. This does not imply that the document automatically at this point will be approved by the agency.

***Recommendation:***

*The Executive Management recommend that the draft revision of the Articles of Association of the IT University of Copenhagen be approved for further discussion with the Danish Agency for Institutions and Educational Grants and subsequently sent to the agency for possibly approval and signing.*

**Item 11. Appointment of External and Internal Board Member for the Recommendation Committee (decision)**

According to Appendix 1 to the Articles of Association of the IT University of Copenhagen, § 1, sub-section 7 (sub-section 8 in the revised version), the university appoints a recommendation committee consisting of:

- the Chairman of the board (chair)
- 1 external board member
- 1 internal board member
- 1 representative from the ministry
- 2 members appointed by the appointment committee (cannot be members of the appointment committee, the board, employee or student at the IT University of Copenhagen).

On request from the university, the ministry on March 15, 2018, has appointed a representative to the ITU recommendation committee – Director Nils Agerhus. As it has not yet been possible to appoint the full appointment committee, the committee naturally has not yet appointed any members for the recommendation committee.

***Recommendation:***

*The Executive Management recommend that at the board meeting 1 external and 1 internal board member are appointed for the recommendation committee.*

**Item 12. Presentation of Education Portfolio Report and Executive-level Employers' Panel Report (briefing)**

**Enclosure 8:** Executive-level Employers' Panel Report 2018

**Item 13: Questions Regarding Mail-delivered Briefings (briefing)**

- E-mail 2018-03-08: Information on Conflict and Announced Lockout From April 10, 2018
- E-mail 2018-02-28: Invitation to Forskningens Døgn/Science Day, April 19, 2018
- E-mail 2018-02-22: David Basin Appointed as Member of the Appointment Committee
- E-mail 2018-02-16: Hearing: ITU Strategic Framework Contract 2018 – 2021, version 22 – deadline on February 22, 2018
- E-mail 2018-01-11: Hearing: ITU Strategic Framework Contract 2018 – 2021, version 17 – deadline on January 17, 2018
- E-mail 2017-12-20: Answer From the Director General of the Ministry to the Chairman of the Board's Letter, Dated November 28, 2017
- E-mail 2017-12-07: Approved and signed Articles of Association of ITU
- E-mail 2017-12-06: Information on new elected ITU Board Members
- E-mail 2017-11-28: Letter (in Danish) from the Chairman of the Board to A. Gersing

**Item 14: Any Other Business**

Yours sincerely,

Gitte Gramstrup  
Assistant to the Executive Management



# ÅRSRAPPORT 2017

IT-UNIVERSITETET I KØBENHAVN



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# PÅTEGNINGER



# VIRKSOMHEDSOPLYSNINGER

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**Hjemstedskommune** København

## BESTYRELSE

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

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

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

**Lars Mathiesen**  
Direktør, Frost Management, født 1956.  
Associated director i Deloitte.  
Bestyrelsesmedlem i Signicat A/S.  
Medlem af Statens It-projektråd og Københavns Kommunes It-projektråd.

**David Basin**  
Dr., professor, ETZ Zürich, født 1961.

**Irina Shklovski**  
Lektor, IT-Universitetet i København, født 1977.

**Susan Skriver Gandrup**  
AC-vejleder,  
IT-Universitetet i København, født 1983.  
*Indtrådt i bestyrelsen pr. 1. januar 2018.*

**Emma Arfelt Kock**  
Kandidatstuderende,  
IT-Universitetet i København, født 1994.

**Liam Phan Asmussen**  
Bachelorstuderende,  
IT-Universitetet i København, født 1997.  
*Indtrådt i bestyrelsen pr. 1. januar 2018.*



## DIREKTION

Mads Tofte  
Rektor

Jens Christian Godskesen  
Prorektor

Georg Dam Steffensen  
Universitetsdirektør

## REVISOR

Rigsrevisionen  
Landgreven 4  
1301 København K

## INSTITUTIONSREVISOR

Ernst & Young  
Godkendt Revisionspartnerselskab  
Osvald Helmuths Vej 4  
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## ADVOKAT

Advokatpartnerselskabet  
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## BANK

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1092 København K

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# LEDELSESPÅTEGNING

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

Årsrapporten er aflagt i overensstemmelse med bekendtgørelse nr. 1648 af 15. december 2016 om tilskud og revision m.v. ved universiterne.

## Det tilkendegives hermed at:

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

København, den 12. april 2018

## IT-UNIVERSITETET I KØBENHAVNS DIREKTION

Mads Tofte  
Rektor

Jens Christian Godskesen  
Prorektor

Georg Dam Steffensen  
Universitetsdirektør

## IT-UNIVERSITETET I KØBENHAVNS BESTYRELSE

Maria Rørbye Rønn  
Formand, eksternt medlem

Annette Stausholm  
Eksternt medlem

Jørgen Lindegaard  
Eksternt medlem

Lars Mathiesen  
Eksternt medlem

David Basin  
Eksternt medlem

Irina Shklovski  
Medarbejderrepræsentant

Susan Skriver Gandrup  
Medarbejderrepræsentant

Emma Arfelt Koch  
Studenterrepræsentant

Liam Phan Asmussen  
Studenterrepræsentant

# DEN UAFHÆNGIGE REVISORS REVISIONSPÅTEGNING

## TIL BESTYRELSEN FOR IT-UNIVERSITETET I KØBENHAVN

### Konklusion

Vi har revideret årsregnskabet for IT-Universitetet i København for regnskabsåret 1. januar - 31. december 2017, der omfatter anvendt regnskabspraksis, resultatatopgørelse, balance, egenkapitalopgørelse, pengestrømsopgørelse og noter, herunder supplerende regnskabsoplysninger. Årsregnskabet udarbejdes efter statens regnskabsregler og bekendtgørelsen nr. 1648 af 15. december 2016 om tilskud og revision m.v. ved universiterne (statens regnskabsregler).

Det er vores opfattelse, at årsregnskabet i alle væsentlige henseender er rigtigt, dvs. udarbejdet i overensstemmelse med statens regnskabsregler.

### Grundlag for konklusion

Vi har udført vores revision i overensstemmelse med internationale standarder om revision og de yderligere krav, der er gældende i Danmark samt standarderne for offentlig revision, idet revisionen udføres på grundlag af bestemmelserne i statens regnskabsregler. Vores ansvar ifølge disse standarder og krav er nærmere beskrevet i revisionspåtegningens afsnit "Revisors ansvar for revisionen af årsregnskabet". Det er vores opfattelse, at det opnåede revisionsbevis er tilstrækkeligt og egnet som grundlag for vores konklusion.

### Uafhængighed

Vi er uafhængige af universitetet i overensstemmelse med internationale etiske regler for revisorer (IESBA's etiske regler) og de yderligere krav, der er gældende i Danmark, ligesom vi har opfyldt vores øvrige etiske forpligtelser i henhold til disse regler og krav.

### Ledelsens ansvar for årsregnskabet

Ledelsen har ansvaret for udarbejdelsen af et årsregnskab, der i alle væsentlige henseender er rigtigt, dvs. udarbejdet i overensstemmelse med statens regnskabsregler. Ledelsen har endvidere ansvaret for den interne kontrol, som ledelsen anser for nødvendig for at udarbejde et årsregnskab uden væsentlig fejlinformation, uanset om denne skyldes besvigelser eller fejl.

Ved udarbejdelsen af årsregnskabet er ledelsen ansvarlig for at vurdere universitetets evne til at fortsætte driften; at oplyse om forhold vedrørende fortsat drift, hvor dette er relevant; samt at udarbejde årsregnskabet på grundlag af regnskabsprincippet om fortsat drift, medmindre ledelsen enten har til hensigt at likvidere universitetet, indstille driften eller ikke har andet realistisk alternativ end at gøre dette.

### Revisors ansvar for revisionen af årsregnskabet

Vores mål er at opnå høj grad af sikkerhed for, om årsregnskabet som helhed er uden væsentlig fejlinformation, uanset om denne skyldes besvigelser eller fejl, og at afgive en revisionspåtegning med en konklusion. Høj grad af sikkerhed er et højt niveau af sikkerhed, men er ikke en garanti for, at en revision, der udføres i overensstemmelse med internationale standarder om revision og de yderligere krav, der er gældende i Danmark, samt standarderne for offentlig revision, jf. statens regnskabsregler, altid vil afdække væsentlig fejlinformation, når sådan findes. Fejlinformationer kan opstå som følge af besvigelser eller fejl og kan betragtes som væsentlige, hvis det med rimelighed kan

forventes, at de enkeltvis eller samlet har indflydelse på de økonomiske beslutninger, som regnskabsbrugerne træffer på grundlag af årsregnskabet.

Som led i en revision, der udføres i overensstemmelse med internationale standarder om revision og de yderligere krav, der er gældende i Danmark, samt standarderne for offentlig revision, jf. statens regnskabsregler, foretager vi faglige vurderinger og opretholder professionel skepsis under revisionen. Herudover:

- Identificerer og vurderer vi risikoen for væsentlig fejlinformation i årsregnskabet, uanset om denne skyldes besvigelser eller fejl, udformer og udfører revisionshandlinger som reaktion på disse risici samt opnår revisionsbevis, der er tilstrækkeligt og egnet til at danne grundlag for vores konklusion. Risikoen for ikke at opdage væsentlig fejlinformation forårsaget af besvigelser er højere end ved væsentlig fejlinformation forårsaget af fejl, idet besvigelser kan omfatte sammenværgelser, dokumentfalsk, bevidste udeladelser, vildledning eller tilsidesættelse af intern kontrol
- Opnår vi forståelse af den interne kontrol med relevans for revisionen for at kunne udforme revisionshandlinger, der er passende efter omstændighederne, men ikke for at kunne udtrykke en konklusion om effektiviteten af universitetets interne kontrol

• Tager vi stilling til, om den regnskabspraksis, som er anvendt af ledelsen, er passende, samt om de regnskabsmæssige skøn og tilknyttede oplysninger, som ledelsen har udarbejdet, er rimelige

• Konkluderer vi, om ledelsens udarbejdelse af årsregnskabet på grundlag af regnskabsprincippet om fortsat drift er passende, samt om der på grundlag af det opnåede revisionsbevis er væsentlig usikkerhed forbundet med begivenheder eller forhold, der kan skabe betydelig tvivl om universitetets evne til at fortsætte driften. Hvis vi konkluderer, at der er en væsentlig usikkerhed, skal vi i vores revisionspåtegning gøre opmærksom på oplysninger herom i årsregnskabet eller, hvis sådanne oplysninger ikke er tilstrækkelige, modificere vores konklusion. Vores konklusion er baseret på det revisionsbevis, der er opnået frem til datoen for vores revisionspåtegning. Fremtidige begivenheder eller forhold kan dog medføre, at universitetet ikke længere kan fortsætte driften.

Vi kommunikerer med den øverste ledelse om bl.a. det planlagte omfang og den tidsmæssige placering af revisionen samt betydelige revisionsmæssige observationer, herunder eventuelle betydelige mangler i intern kontrol, som vi identificerer under revisionen.

**Udtalelse om ledelsesberetningen,  
målrapportering om udviklingskontrakt  
og hoved- og nøgletal**

Ledelsen er ansvarlig for ledelsesberetningen (side 9 - 19), målrapportering om udviklingskontrakt (side 39 - 43) og hoved- og nøgletal (side 35 -36), herefter samlet som *øvrige beretninger*.

Vores konklusion om årsregnskabet omfatter ikke de øvrige beretninger, og vi udtrykker ingen form for konklusion med sikkerhed om de øvrige beretninger.

I tilknytning til vores revision af årsregnskabet er det vores ansvar at læse de øvrige beretninger og i den forbindelse overveje, om de øvrige beretninger er væsentligt inkonsistente med årsregnskabet eller vores viden opnået ved revisionen eller på anden måde synes at indeholde væsentlig fejlinformation.

Vores ansvar er derudover at overveje, om ledelsesberetningen indeholder krævede oplysninger i henhold til statens regnskabsregler.

Baseret på det udførte arbejde er det vores opfattelse, at de øvrige beretninger er i overensstemmelse med årsregnskabet og er udarbejdet i overensstemmelse med kravene i statens regnskabsregler. Vi har ikke fundet væsentlig fejlinformation i øvrige beregninger.

**Erklæring i henhold til anden lovgivning  
og øvrig regulering.*****Udtalelse om juridisk-kritisk revision og  
forvaltningsrevision***

Ledelsen er ansvarlig for, at de dispositioner, der er omfattet af regnskabsaflæggelsen, er i overensstemmelse med meddelte bevillinger, love og andre forskrifter samt med indgåede aftaler og sædvanlig praksis. Ledelsen er også ansvarlig for, at der er taget skyldige økonomiske hensyn ved forvaltningen af de midler og driften af de virksomheder, der er omfattet af årsregnskabet. Ledelsen har i den forbindelse ansvar for at etablere systemer og processer, der understøtter sparsommelighed, produktivitet og effektivitet.

I tilknytning til vores revision af årsregnskabet er det vores ansvar at gennemføre juridisk-kritisk revision og forvaltningsrevision af udvalgte emner i overensstemmelse med standarderne for offentlig revision. I vores juridisk-kritiske revision efterprøver vi med høj grad af sikkerhed for de udvalgte emner, om de undersøgte dispositioner, der er omfattet af regnskabsaflæggelsen, er i overensstemmelse med de relevante bestemmelser i bevillinger, love og andre forskrifter samt indgåede aftaler og sædvanlig praksis. I vores forvaltningsrevision vurderer vi med høj grad af sikkerhed, om de undersøgte systemer, processer eller dispositioner understøtter skyldige økonomiske hensyn ved forvaltningen af de

midler og driften af de virksomheder, der er omfattet af årsregnskabet.

Hvis vi på grundlag af det udførte arbejde konkluderer, at der er anledning til væsentlige kritiske bemærkninger, skal vi rapportere herom i denne udtalelse.

Vi har ingen væsentlige kritiske bemærkninger at rapportere i den forbindelse.

København, den 12. april 2018  
ERNST & YOUNG  
Godkendt Revisionspartnerselskab  
CVR-nr. 30 70 02 28

Peter Gath  
statsaut. revisor  
MNE-nr.: mne19718

Morten Weinreich Larsen  
statsaut. revisor  
MNE-nr.: mne42791



# BERETNING

# PRÆSENTATION

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

## MISSION

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

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

## VISION

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

# STRATEGI

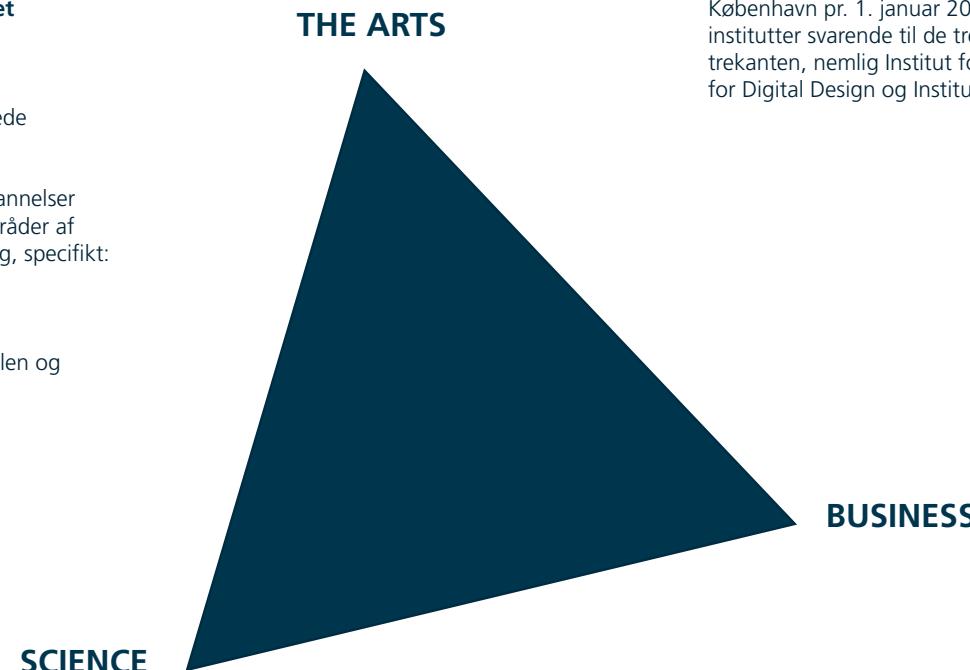
Kernen i IT-Universitetet i Københavns strategi for årene 2017-2021 er at øge, så meget det er muligt, antallet af personer i Danmark, der skaber værdi med it på måder, som lever op til de standarder, der kendtegner førende it-forskning.

**Konkret arbejder IT-Universitetet i København med følgende indsatsområder:**

1. Vækst i antallet af højuddannede it-specialister
2. Flere kvindelige it-specialister
3. Kvalitet og relevans af alle uddannelser
4. Vækst i forskning inden for områder af stor samfundsmaessig betydning, specifikt:
  - a. Digitalisering
  - b. Informationssikkerhed
  - c. Data Science
5. Styrkelse af it-fagene i folkeskolen og i de gymnasiale uddannelser.

**IT-Universitetet i Københavns profil**  
 Essensen af informationsteknologien er skabelse, deling og håndtering af mentale forestillinger ved hjælp af digital teknologi.

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



Dette syn på it er væsentligt for IT-Universitetet i Københavns evne til at tiltrække et stort antal forskere og studerende til området. IT-Universitetet i København har som universitet dedikeret til at den helt særlige fordel at kunne samle disse meget forskellige tilgange til it i én organisation med fælles mål og strategi. Visionen tilføjer, at de tre forskellige perspektiver alle skal bidrage til at skabe og dele viden, der er dyb og fører til banebrydende informationsteknologi og tjenester til gavn for menneskeheden.

Som noget nyt har IT-Universitetet i København pr. 1. januar 2017 skabt tre institutter svarende til de tre hjørner i trekanten, nemlig Institut for Datalogi, Institut for Digital Design og Institut for Business IT.

**Arbejdet med uddannelsernes kvalitet og relevans**  
 IT-Universitetet i København opnåede en positiv institutionsakkreditering i 2016. Den positive institutionsakkreditering gælder til 2022.

Med institutionsakkrediteringen har IT-Universitetet i København fået systematisk set kvalitsarbejde betragteligt. IT-Universitetet i Københavns kvalitetspolitik opstiller kvalitetsstandarder og beskriver processer, gennem hvilke brud på disse kvalitetsstandarder løbende opdages og tackles.

Som led i kvalitsarbejdet har IT-Universitetet i København skærpet optagelseskravene på kandidatuddannelserne med henblik på at håndtere diversitet og progression. Disse ændringer træder i kraft fra efteråret 2018.

Arbejdet med relevans sker i samarbejde med universitetets fem uddannelsesspecifikke aftagerpaneler samt et overliggende executive-level aftagerpanel. Alle disse paneler har mødtes mindst to gange i 2017 og har afgivet rapporter til universitetet med vurderinger og anbefalinger. Dette arbejde har blandt andet været centralt i en revision af bacheloruddannelsen i digitale medier og design (DMD) og kandidatuddannelsen i digital design og kommunikation (DDK). Begge uddannelser er blevet redesignet og godkendt i 2017 og vil blive udrullet fra 2018 under navnene bacheloruddannelsen i digital design og interaktive teknologier og kandidatuddannelsen i digital design og interaktive teknologier.

# BESTYRELSENS ARBEJDE

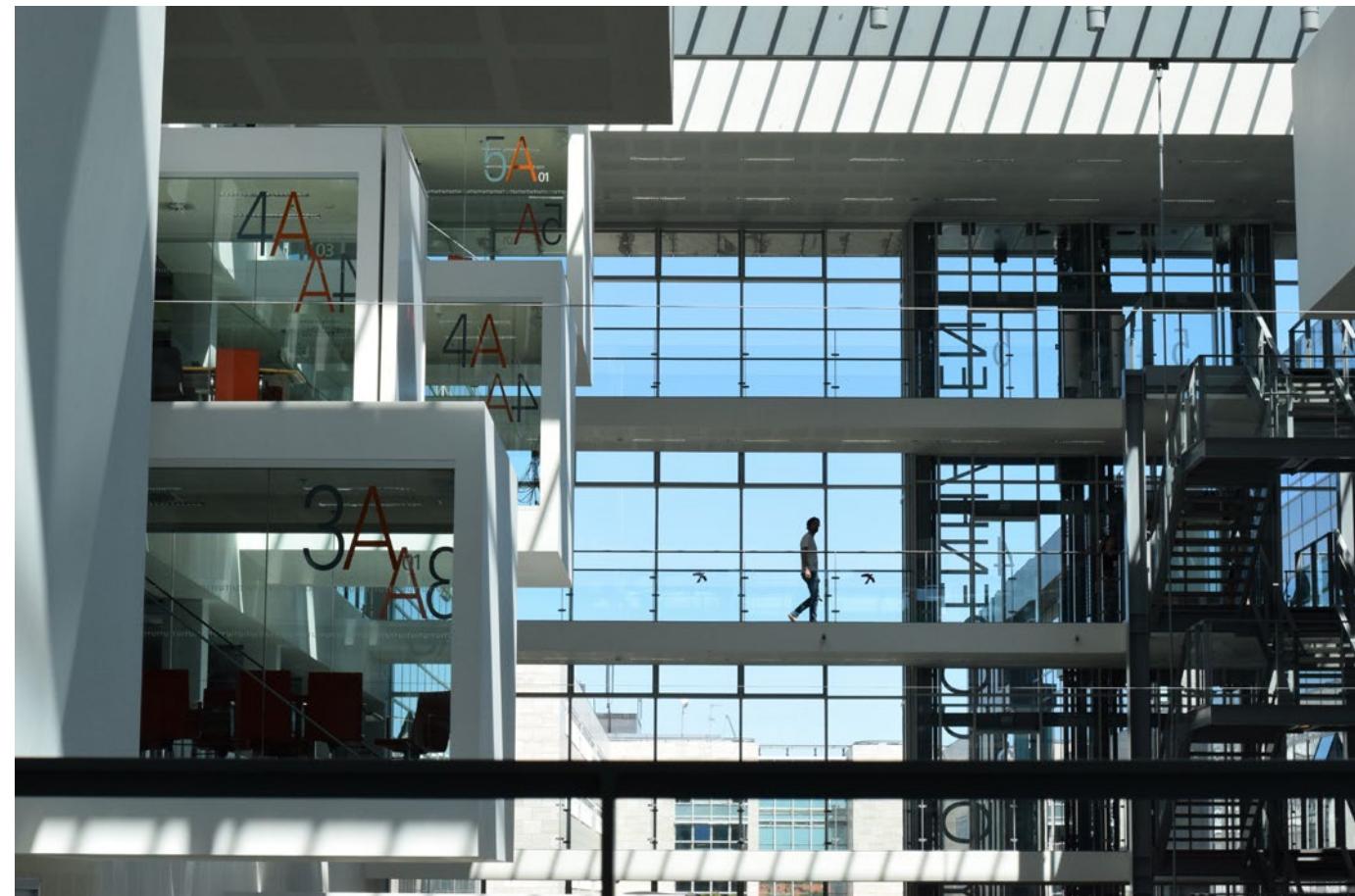
Bestyrelsen bestod ved starten af 2017 af Maria Rørbye Rønn (formand), Jørgen Lindegaard, Annette Stausholm, David Basin, Lars Mathiesen, Martin Kangas Christensen, Irina Shklovski, Emma Arfelt Kock og Stig Killendahl.

Der har i 2017 været afholdt valg til TAP pladsen og en af studenterpladserne. Susan Skriver Gandrups afløste Martin Kangas Christensen som TAP-repræsentant, og Liam Phan Asmussen afløste Stig Killendahl som studenterrepræsentant, begge med virkning fra den 1. januar 2018.

Bestyrelsen vedtog universitetets overordnede strategi for perioden 2017-2021 i 2016 og besluttede i 2017 at koncentrere indsatsen om de fem punkter, der er omtalt i første kolonne på side 11.

Bestyrelsen har blandt andet givet direktionen tilladelse til at investere en del af universitetets egenkapital i midlertidig fastholdelse af det forøgede optag på bacheloruddannelsen i softwareudvikling samt i optag af første hold studerende på en ny bacheloruddannelse i Data Science, som startede i efteråret 2017. Bestyrelsen lægger samtidig vægt på, at der ikke må opstå vedvarende driftsunderskud.

IT-Universitetet i Københavns bestyrelse har desuden fokus på kønsbalancen blandt ansatte og studerende. Der var i 2017 opsat mål for antal kvindelige studerende på bacheloruddannelsen i softwareudvikling og på bacheloruddannelsen i Data Science.



# UDVIKLINGSKONTRAKT

Året 2017 er sidste år for Udviklingskontrakt 2015-2017. De overordnede temaer i Udviklingskontrakten er:

- Bedre kvalitet i uddannelserne
- Større relevans og øget gennemsigtighed
- Bedre sammenhæng og samarbejde
- Styrket internationalisering
- Øget regionalt vidensamarbejde
- Mere eksternt finansieret forskning
- Flere ph.d.-studerende
- Flere videnskabelige publikationer.

De første fem temaer blev udmeldt af uddannelses- og forskningsministeren, mens de sidste tre temaer tog udgangspunkt i IT-Universitetet i Københavns strategi for 2012-2016. Inden for de otte temaer er indgået aftale med uddannelses- og forskningsministeren om 12 målepunkter. Med hensyn til målopfylldelsen i 2017 henvises til afsnittet Mållopfyldelse på side 37.



# ÅRETS ØKONOMISKE RESULTATER

Årets økonomiske resultat fremgår af tabel 1. Tabellen viser et negativt resultat på 2,1 millioner kr., hvilket er bedre end det budgetterede underskud på 10,0 millioner kr.

Årets negative resultat før finansielle poster på 5,4 millioner kr. er markant mindre end sidste års positive resultat før finansielle poster på 6,4 millioner kr. Resultaterne i 2016 og 2017 er ikke direkte sammenlignelige med resultatet i 2015, der inkluderede en særlig indtægt på 18,9 millioner kr. vedrørende tilbagebetaling af husleje.

Afvigelsen mellem de budgetterede og de realiserede indtægter på henholdsvis 261,8 og 276,0 millioner kr. blev 14,2 millioner kr.

IT-Universitetet i Københavns statstilskud og deltagerbetaling blev 13,3 millioner kr. højere end budgetteret. Selvom de statslige STÅ-takster er faldende, har fremdriftsreformen medført en øget studieaktivitet i 2017. STÅ-optjeningen er steget på kandidatuddannelserne, og flere studerende udløser færdiggørelsesbonus end i tidligere år, svarende til en merbevilling på i alt 8,6 millioner kr.

Antallet af master- og diplomstuderende er faldet som forventet. Til gengæld bidrager en stigning i antallet af enkeltfagsstuderende positivt til antallet af årselever. Samlet set

TABEL 1: Årets økonomiske resultater (DKK M)

	Realiseret 2015	Realiseret 2016	Realiseret 2017	Budget 2017	Budget 2018
Indtægter	281,5	263,2	276,0	261,8	296,3
Personaleomkostninger	156,3	160,4	177,7	172,5	199,3
Andre ordinære driftsomkostninger og afskrivninger	106,4	96,5	103,7	100,6	109,8
Resultat før finansielle poster	18,7	6,4	-5,4	-11,3	-12,9
Finansielle poster	1,8	2,8	3,3	1,4	0,9
Resultat	20,6	9,2	-2,1	-10,0	-12,0
Egenkapital pr. 31. december	69,1	78,3	76,2	68,3	64,2

Egenkapital pr. 31. december for budget 2017 og 2018 er justeret på baggrund af det realiserede resultat.

overstiger deltagerbetaling og statstilskud på deltidsuddannelserne budgettet med 2,6 millioner kr.

Endelig har IT-Universitetet i København modtaget en tillægsbevilling fra staten til grundforskning inden for softwareområdet på 6,0 millioner kr. i december 2017. Tillægsbevillingen er indregnet i balancen under forudbetalte statstilskud for at afspejle, at universitetet vil anvende midlerne i løbet af de kommende år som en del af universitetets strategi for perioden 2017-2021. I 2017 er 1,2 millioner kr. af det forudbetalte statstilskud indtægtsført.

Mens forbruget af eksterne forskningsmidler har udviklet sig som forventet, har IT-Universitetet i København formået at tiltrække flere

andre eksterne midler i 2017. Det gælder blandt andet en samarbejdsaftale om entreprenørskab og øget omsætning af ITU Professional Courses, hvilket medvirker til indtægter for 2,1 millioner kr. mere end budgetteret.

Personaleomkostningerne steg i 2017 med 5,2 millioner kr. mere end budgetteret og samlet med 17,3 millioner kr. fra 2016 til 2017. Afvigelsen skyldes flere ansættelser på eksternt finansierede forskningsprojekter for 1,8 millioner kr. mere end estimeret fra årets start. Hertil kommer ansættelser for 1,2 millioner kr., som er overført fra direktionsreserven i løbet af 2017. Endelig er feriepengeforspligtelsen opjusteret fra 19,9 til 23,0 millioner kr., hvilket er 2,1 millioner kr. mere end budgetteret.

Andre ordinære driftsomkostninger er 3,1 millioner kr. højere end budgetteret, hvilket primært skyldes stigningen i de eksternt finansierede aktiviteter.

Endelig bidrager IT-Universitetet i Københavns værdipapirbeholdning positivt til årets resultat med et nettoafkast på 2,9 procent, hvilket er 1,9 millioner kr. mere end forventet af universitetets kapitalforvalter.

De likvide beholdninger pr. 31. december 2017 er på 35,0 millioner kr. mod 53,4 millioner kr. sidste år. Faldet skyldes især at IT-Universitetet i København i starten af 2017 har overført forudbetalte EU-midler for 20,8 millioner kr. til projektpartnere.

# ÅRETS FAGLIGE RESULTATER

## FORSKNING

Der har været stor opmærksomhed på IT-Universitetet i Københavns forskning i 2017, blandt andet gennem synlighed i medierne og deltagelse i debatter, oprettelse af forskningscentre, samt at IT-Universitetet i København var bedst blandt de otte universiteter i Danmark til at gøre forskningspublikationer offentligt tilgængelige. Den største skuffelse har været, at den eksternt finansierede forskning ikke er vokset som planlagt, jvf. målet i udviklingskontrakten. Nedenfor er en kort status over IT-Universitetet i Københavns forskning i 2017.

### Styrke omdømmet

En række forskere har modtaget priser og anerkendelser for deres forskningsindsats. The "Higher Education Video Game Alliance (HEVGA)" har udpeget professor Espen Aarseth som "Fellow". HEVGA anerkender seniorforskere inden for computerspilforskning, som har gjort en indsats inden for feltet. Professor Rasmus Pagh og professor Espen Aarseth blev fejret ved det 10-årige jubilæumsarrangement for "European Research Council (ERC)" afholdt i København. Begge har modtaget prestigefulde bevilinger fra ERC. Professor Roman Beck skal repræsentere Danmark, når fremtidens internationale blockchain-standarder skal udformes i ISO (International Organization for Standardization) i arbejdsgruppen "Governance of blockchain and distributed ledger technology systems".

IT-Universitetet i København ansatte i 2017 to professorer. Minna Isomursu blev tilknyttet som professor inden for området servicedesign, og Espen Aarseth blev tilknyttet som professor inden for området

computerspil. IT-Universitetet i København har udpeget tidligere prorektor Jørgen Staunstrup som adjungeret professor med tilknytning til Institut for Datalogi.

Mange forskningsresultater har fundet vej til nyhedsmedierne i 2017, for eksempel indlæg om hvordan amerikanske valgmaskiner nemt kan hackes og indlæg om sikkerhedsbrister i mobilpendlerkort i Danmark. Der har endvidere været indlæg om, hvordan big data og digitaliseret lovgivning skal forbedre offentlig sagsbehandling. Andre indlæg har handlet om, i hvilken udstrækning robotter er en trussel og bidrager til at arbejdsfunktioner nedlægges, og om robotter, der selv konstruerer andre robotter. Et sidste eksempel er debat om, hvad digitalisering gør ved os danskere som borgere og en bog om den digitale borgersom en grundlæggende ny politisk figur i den danske velfærdsstat.

Danmark har en indikator for Open Access publicering af forskningsresultater. IT-Universitetet i København blev en klar nummer et blandt alle danske universiteter, da de nyeste indikatortal blev offentliggjort i 2017. Blandt IT-Universitetet i Københavns publikationer var 83 pct. registreret som Open Access, mens det næstbedste danske universitet havde registreret 46 pct. af deres publikationer som Open Access.

For blandt andet at styrke forskning har IT-Universitetet i København fra starten af 2017 indført en organisationsændring med tre nye institutter i stedet for kun ét. De tre institutter er: Institut for Business IT, Institut for Datalogi og Institut for Digital Design.

### Øge den eksterne forskningsfinansiering

IT-Universitetet i København fik tildelt en række bevillinger i 2017. Nedenfor nævnes nogle af dem, der blev igangsat i 2017 eller vil blive igangsat i 2018.

Lektor og projektleder Thomas Hildebrandt modtog sammen med kollegerne lektor Søren Debois, lektor Lars Rune Christensen og lektor Marisa Cohn en bevilling fra Innovationsfonden på i alt 16,3 millioner kr. til projektet EcoKnow. Partnerne i projektet er Københavns Universitet, Danmarks Tekniske Universitet, KMD, Exformatics A/S, Maps Società per Azioni (Italien), Globeteam A/S, Kammeradvokaten, Syddjurs Kommune og Københavns Kommune. Projektet skal udvikle digitale løsninger, hvor ændringer i lovene kan integreres løbende i de systemer, kommunerne benytter, og hvor sagsbehandlere kan udnytte de store mængder data, der findes fra tidligere sagsforløb.

Professor Rasmus Pagh og lektor Thore Husfeldt modtog sammen med Professor Mikkel Thorup og andre forskere fra Københavns Universitet en centerbevilling fra Villum Fonden på næsten 40 millioner kr., hvoraf 12,3 millioner kr. tilfaldet IT-Universitetet i København. Centeret hedder Basic Algorithms Research Copenhagen (BARC) og ledes af Mikkel Thorup. Centeret udfører algoritmisk grundforskning og har til formål at være verdensførende inden for sit område.

Professor og institutleder Peter Sestoft modtog i samarbejde med Københavns Universitet og Edlund A/S en bevilling fra Innovationsfonden

på ca. 9 millioner kr., hvoraf 2,9 millioner kr. tildeles IT-Universitetet i København til projektet Probabli. Forskningsprojektet skal udvikle en avanceret beregningsplatform til pensionskasserne med regnekraft fra grafikprocessorer, som normalt bruges i spilcomputere.

Lektor Vasilis Galis modtog sammen med forskere fra Aalborg Universitet og Københavns Universitet en bevilling fra Velux Fonden på 6 millioner kr., hvoraf 2,3 millioner kr. tildeles IT-Universitetet i København til projektet Diginauts. Forskningsprojektet skal undersøge, hvordan flygtninge bruger mobiltelefoner og andet digitalt udstyr til at navigere geografisk, socialt og politisk, når de rejser gennem Europa.

I samarbejde med Digitaliseringsstyrelsen vil IT-Universitetet i København etablere et forskningscenter, der skal tilvejebringe viden om udvikling og drift af offentlige it-systemer. Forskningscenteret er en del af regeringens nye it-strategi, og centeret forventes etableret i løbet af 2018. IT-Universitetet i København tildeles 2 millioner kr. årligt i fire år til centeret.

Forskerforum kårede i 2017 IT-Universitetet i København som det bedste danske universitet til at tiltrække forskningsmidler fra EU-programmet Horizon 2020 i perioden 2014-2016 i forhold til størrelse målt i antal forskningsårsværk.

Igen i år har der været udfordringer med at opfylde målet om forbrug af eksterne forskningsmidler pr. senior-VIP-årsværk (lektorer og professorer). Målet i

udviklingskontrakten er at forbruge 1.000.000 kr. pr. senior-VIP-årsværk i 2017. Desværre blev forbruget kun på 407.000 kr. pr. senior-VIP-årsværk svarende til en målopfyldeelse på 41 pct.

En af grundene, til at målet ikke er nået, er, at nogle af IT-Universitetet i Københavns større eksterne forskningsbevillinger er løbet ud i 2016, samt at universitetet ikke har formået at tiltrække nye større sådanne bevilinger i tide til, at de kunne starte op i 2017. Desuden må målet nu anses for at være for ambitiøst. Da målet blev formuleret i 2013, var det et udtryk for det dengang forventede nationale gennemsnitlige forbrug pr. senior-VIP-årsværk for universitetssektoren i Danmark som helhed. Men siden dengang er de offentlige kilder, der kan søges, blevet reduceret markant, og yderligere er konkurrencen om at tiltrække eksterne forskningsmidler blevet intensiveret både hos danske offentlige og private kilder og hos Horizon 2020.

Opfyldelsesgraden varierer på tværs af institutter, men ingen opfylder målet om at tiltrække en million kr. pr. senior-VIP-årsværk. Det institut, der er tættest på at opfylde målet, er Institut for Datalogi, og det er det eneste institut på IT-Universitetet i København, som har vækst målt i forskningsårsværk. På grund af de øgede modtagne eksterne forskningsbevillinger i 2017 forventes det, at det gennemsnitlige forbrug af eksterne forskningsmidler pr. senior-VIP-årsværk vil øges i de kommende år.

### Bidrage med værdifuld forskning

Blockchain-teknologier vil revolutionere it-systemer over hele verden, men vil også udfordre os på en lang række områder. IT-Universitetet i København har med professor Roman Beck som leder derfor etableret "European Blockchain Center", som skal sikre, at Danmark er i front på området. Danmark har potentiale til at blive et foregangsland inden for udvikling og implementering af blockchain-baserede it-systemer. Centeret skal være det nationale omdrejningspunkt for uddannelse og forskning i blockchain-teknologier og bidrage til, at Danmark bliver internationalt ledende på området.

Lektor Morten Hjelholt og ph.d.-studerende Jannick Schou Hansen har skrevet bogen "Den digitale borger", der stiller skarpt på den digitale borger som en grundlæggende ny politisk figur i den danske velfærdsstat. Digitaliseringen omfavner stort set alt og alle i den danske velfærdsstat, og for langt de fleste danske borgere er hverdagen blevet gennemgribende digital over de sidste tyve år. Men hvad vil det egentlig sige at være en digital borger? Og hvordan kan denne nye figur observeres og studeres? Det er noget af det, bogen belyser.

Lektor Sebastian Risi har sammen med amerikanske kollegaer fra Massachusetts Institute of Technology, Columbia University og Cornell University udviklet en robotprinter, der kan producere simple, men funktionelle robotter, der kan løse forskellige opgaver. På få minutter kan en nyudviklet robotprinter forvandle en aluminiumsstreg med små motorer til en funktionsdygtig robot,

der efter brug kan rettes ud og genbruges til andre formål. Opfindelsen vil kunne anvendes i rummet eller i katastrofesituationer. At bygge en robot tager lang tid, og når robotten endelig er færdig, kan den som regel kun bruges til ét formål. Dette er upraktisk i situationer, hvor tiden er knap, og opgaverne ikke er kendt på forhånd.

Lektor Oliver Müller har sammen med forskere på Universitetet i Liechtenstein udviklet en algoritme, der beregner værdien af fodboldspillere i de største europæiske ligaer ved hjælp af objektive data om alt fra scoringer til røde kort. Big data kan derfor være fremtidens metode til at vurdere fodboldspilleres værdi.

Postdoc Rosario Giustolisi afsløjede i forskningsartiklen "Free Rides in Denmark: Lessons from Improperly Generated Mobile Transport Ticket", hvordan pendlere har kunnet rejse i otte zoner på et to-zoners abonnement ved at udnytte nogle sikkerhedsbrister i kontrollen af Din Offentlige Transport - DOT's mobilpendlerkort. Artiklen blevet kåret som den bedste artikel ved konferencen "Nordic Conference on Secure IT Systems" (NordSec) i 2017.

Der har været en vækst i antallet af bibliometriske forskningsindikatorpoint (BFI point), der opgøres af Styrelsen for Forskning og Uddannelse med næsten et års forsinkelse. Der er opgjort 236 point for året 2016 mod 202 året før, jf. tabel 2, side 17. I 2016 blev der indrapporteret 87,41 forskningsårsværk til Danske Universiteters Statistiske Beredskab. Det vil sige antallet af BFI-point i 2016

divideret med antal forskningsårsværk i 2016 er 2,70 og dermed større end de forventede 1,96, som er målet i Udviklingskontrakten. Der er status quo, hvad angår antal publikationer med censur, da der i 2016 og 2017 er registreret hhv. 231 og 230 censurerede publikationer.

Der har været en vækst i samarbejdsprojekter med erhvervslivet fra 16 i 2016 til 21 i 2017, men det økonomiske samarbejde med erhvervslivet er øget fra ca. 5,4 millioner kroner i 2016 til ca. 5,8 millioner kroner i 2017. Der er indgivet én patentansøgning i 2017, hvilket er færre end i 2016, hvor der blev indgivet fire. IT-Universitetet i København har modtaget et patent i 2017.

### Entreprenørskab

IT-Universitetet i København er et af fire danske universiteter, der er med i et nyt initiativ, Åbent Entreprenørskab, der handler om at øge innovationen i danske virksomheder med forskningsbaseret viden, opfindelser og patenter. Initiativet er støttet af Industriens Fond, og IT-Universitetet i København har modtaget ca. fem millioner kroner til at etablere en ny innovationsenhed, som har til formål at forbinde universitetets forskere med dansk industri og dermed øge innovation i Danmark.

Industriens Fond har yderligere støttet projektet "Innovation for Leadership" (I4L) med 1,7 millioner kr. Projektet skal opkvalificere nuværende ledere til bedre at kunne lede i den digitale økonomi.

**Styrke Ph.d.-skolen**

IT-Universitetet i København udpegede primo 2017 lektor Laura Beloff som IT-Universitetet i Københavns første kvindelige ph.d.-skoleleder.

IT-Universitetet i København optog 15 nye ph.d.-studerende i 2017, og der dimitterede 11 ph.d.er. Flere af skolens studerende har gjort sig bemærket. En af IT-Universitetet i Københavns ph.d.-studerende, Tobias Lybecker Christiani, blev tildelt "EliteForsk-rejsestipendium 2017" af Styrelsen for Forskning og Uddannelse. Stipendiet er på 200.000 kr.

Ph.d.-skolen har intensiveret optaget af erhvervs-ph.d-studerende og studerende finansieret af private virksomheder. Fem sådanne studerende blev optaget i 2017.

Lederen af Ph.d.-skolen har i 2017 gjort en betydelig indsats for at styrke sammenholdet blandt universitetets ph.d.-studerende.

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

	2013	2014	2015	2016	2017
Optagne ph.d.-studerende	11	17	14	18	15
Godkendte ph.d.-afhandlinger	22	12	13	15	11
Ph.d.-studerende (årsværk)	42	38	35	32	39
Adjunkter, lektorer og professorer (årsværk)	53	69	72	76	77
Publikationer (med censur)	267	290	231	231	230
Publikationspoint	190	261	202	236	*

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

## UDDANNELSE

I 2017 blev IT-Universitetet i Københavns bacheloruddannelse i softwareudvikling Danmarks mest søgte it-bacheloruddannelse målt på antal førsteprioritetsansøgere. IT-Universitetet i København optog imidlertid kun fire studerende mere på uddannelsen i 2017 end i 2016. Hovedårsagen til, at universitetet var nødt til at afvise mange velkvalificerede ansøgere, er, at der ikke er fundet en langtidsholdbar løsning på finansieringen af de mange ekstra studerende, som IT-Universitetet i København er begyndt at optage for at imødekomme arbejdsmarkedets behov for højtuddannede softwareudviklere og dataspecialister. En særlig positiv udvikling var imidlertid, at det lykkedes at øge andelen af kvindelige studerende optaget på bacheloruddannelsen i softwareudvikling fra 12 pct.i 2016 til 22 pct.i 2017.

De kandidatstuderende blev hurtigere færdige i 2017 end tidligere. Således faldt medianen af gennemførelsestiden for kandidatstuderende fra 2,6 år i 2015 og 2,3 år i 2016 til 2,0 år i 2017. Denne betragtelige reduktion skyldes primært fremdriftsreformen.

Igen i 2017 blev såvel antallet af færdig-uddannede bachelorer som kandidater rekordhøjt, jf. tabel 3. Det ekstraordinært store antal færdiguddannede kandidater i 2017 må tilskrives fremdriftsreformen. Da stigningen til dels skyldes, at nogle studerende, der har været studerende relativt længe, nu er blevet færdige, er en del af stigningen et midlertidigt fænomen.

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

	2013	2014	2015	2016	2017
Ansøgere til kandidatstuderne	1.269	1.416	1.691	1.881	1.707
Optagne kandidatstuderende	472	441	412	479	498
Indskrevne kandidatstuderende	1.269	1.254	1.133	1.106	1.049
Færdiguddannede kandidater	324	368	405	414	470
Gennemførelstid, kandidater (år)	2,6	2,6	2,6	2,3	2,0
Ansøgere til bachelorstuderne	1.082	1.089	999	1.165	1.715
Optagne bachelorstuderende	208*	239	215	273	333
Indskrevne bachelorstuderende	625	661	652	682	762
Færdiguddannede bachelorer	136	139	162	169	169
Gennemførelstid, bachelorer (år)	2,8	2,8	2,8	2,8	2,8
Antal STÅ (heltidsstuderende)	1.261	1.244	1.271	1.361	1.357
Optagne master-/diplomstuderende	137	146	121	69	52
Indskrevne master-/diplomstuderende	727	815	689	567	493
Antal årselever (deltidsstuderende)	125	111	105	96	75

Note: STÅ er opgjort pr. 31. august. Studerende og færdiguddannede er opgjort pr. 30. september. Gennemførelstiden, som er 24 måneder svarende til 2,0 år for kandidater, er beregnet som medianen af antal påbegyndte studiemåneder for studerende, der afslutter en kandidatuddannelse i perioden 1. oktober til 30. september. Tilsvarende metode er anvendt for bachelorer, hvis median for antal påbegyndte studiemåneder er 33 måneder.

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

# FORVENTNINGER TIL DET KOMMENDE ÅR

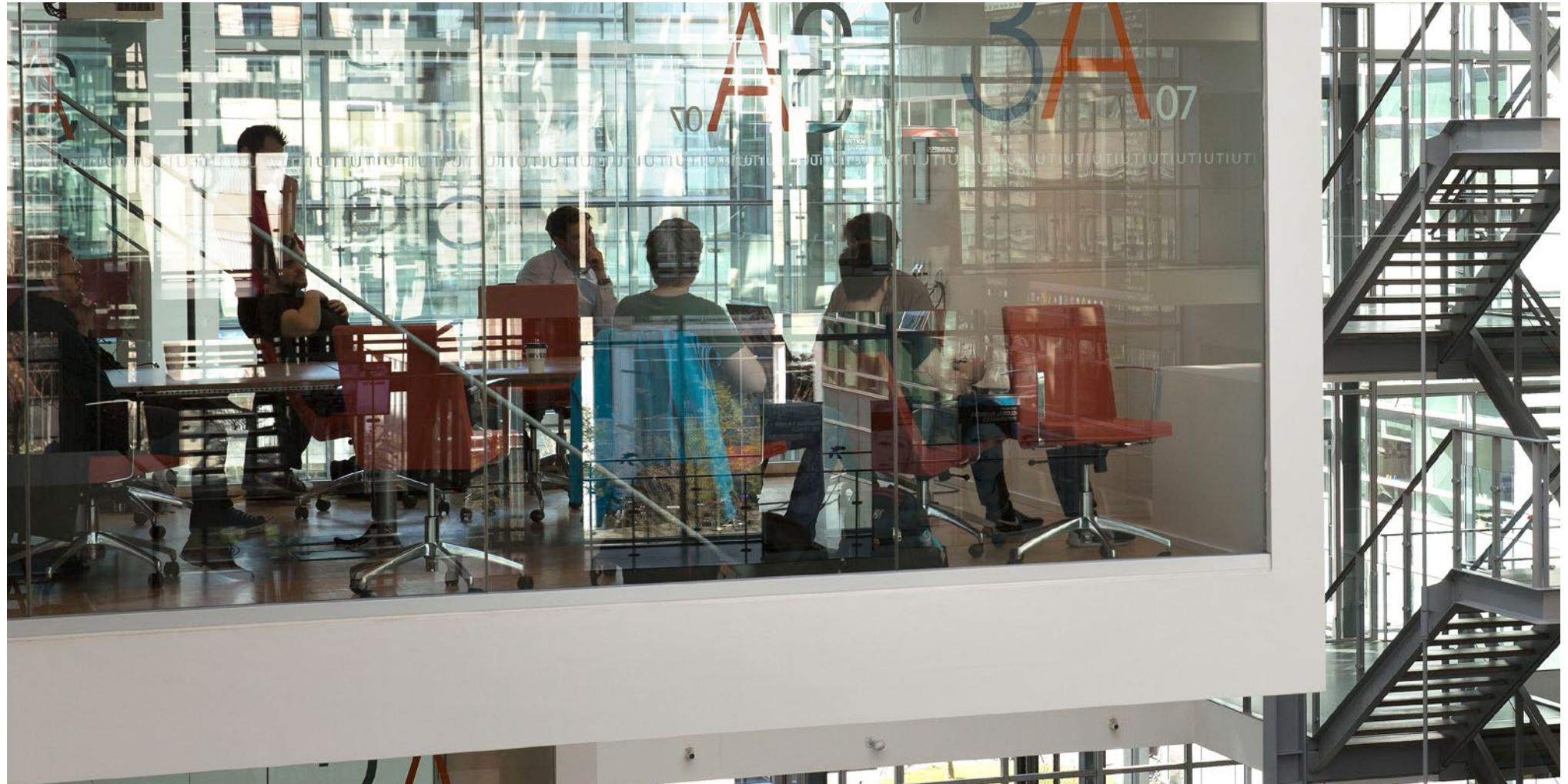
Med mindre det politisk besluttes at tilføre IT-Universitetet i København de bevillinger, der er nødvendige til vækst, vil det end ikke være muligt i længden at opretholde det aktivitetsniveau på uddannelserne, som var gældende i 2017. Bestyrelsen har besluttet at opretholde det midlertidigt øgede optag på uddannelserne i 2018, mens en politisk afklaring vedrørende 2019 og de efterfølgende år finder sted.

Med hensyn til uddannelse planlægger IT-Universitetet i København at implementere besluttede ændringer af kandidatuddannelsen i digital design og kommunikation med henblik på at forbedre kandidaternes beskæftigelse.

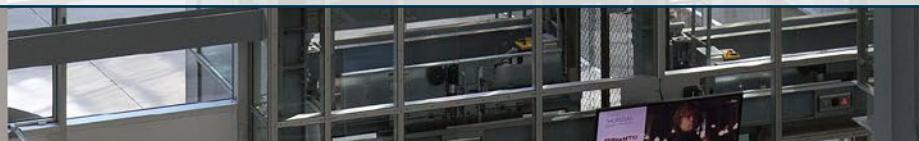
IT-Universitetet i Københavns forskere producerer megen forskning (målt i BFI-point) i forhold til universitetets størrelse. I 2018 vil der blive arbejdet for, at flere af IT-Universitetet i Københavns forskere bliver hovedansvarlige på eksternt bevilgede forskningsprojekter.

Bestyrelsen har godkendt et budget, der i 2018 anvender midler fra universitetets egenkapital for ikke at skulle fjerne studiepladser. Det betyder, at budgettet for 2018 viser et underskud på 12,0 millioner kr. med en tilhørende prognose for egenkapital pr. 31. december 2018 på 64,2 millioner kr.





# REGNSKAB



# ANVENDT REGNSKABSPRAKSIS

## Regnskabsgrundlag

Årsrapporten for IT-Universitetet i København er udarbejdet i overensstemmelse med bekendtgørelse nr. 1648 af 15. december 2016 om tilskud og revision m.v. ved universiterne.

Regnskabspraksis er uændret i forhold til sidste år.

## Generelt om indregning og måling

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

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

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

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

## Omregning af fremmed valuta

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

## Selskabsskat og udskudt skat

IT-Universitetet i København er ikke skattepligtigt.



## RESULTATOPGØRELSEN

### INDTÆGTSTYPER

#### Generelt

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

#### Statslige tilskud

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

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

IT-Universitetet i Københavns færdiggørelsbonus bliver reduceret, såfremt IT-Universitetet i København ikke opfylder målet om studietidsreduktion, jf. den politiske aftale om reform af SU-systemet og rammerne for studietids-gennemførelse fra april 2013. Afregningen sker i det efterfølgende regnskabsårs tilskudsudbetalingen, og IT-Universitetet i København reducerer indeværende års indtægtsførte statstilskud med det forventede beløb i tilfælde af manglende målopfyldelse.

#### Eksterne tilskud og donationer

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

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

#### Finansielle indtægter

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

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

Indtægten indregnes i den periode, indtægten vedrører.

### OMKOSTNINGER

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

## BALANCEN

### Immaterielle anlægsaktiver

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

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

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

### Materielle anlægsaktiver

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

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

Afskrivningsgrundlaget fordeles lineært over aktivernes forventede brugstid, der udgør:

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

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

### FINANSIELLE ANLÆGSAKTIVER

#### Kapitalandele i dattervirksomheder

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

#### Nedskrivninger

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

#### Værdipapirer

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

#### Samlinger og kunstværker

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

#### Tilgodehavender

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

### Igangværende tilskudsaktiviteter

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

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

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

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

### Periodeafgrænsningsposter

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

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

### Gældsforpligtelser

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

### Hensatte forpligtelser

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

### Eventualforpligtelser

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

## PENGESTRØMSOPGØRELSE

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

### Pengestrømme fra driftsaktivitet

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

### Pengestrømme fra investeringsaktivitet

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

### Pengestrømme fra finansieringsaktivitet

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

## PERSONALEREGNSKAB

Personaleregnskabet fremgår af note 16 personaleregnskab. IT-Universitetet i København indregner alle personalekategorier med undtagelse af bestyrelsесmedlemmer i årsværksopgørelsen i overensstemmelse med Danske Universiteters definitionsmanual. Personer, der aflønnes i form af honorar (eksterne bedømmere, gæstelærere) indgår ikke i personaleregnskabet.

## SEGMENTOPLYSNINGER

Præsentationen af indtægter, personaleomkostninger og driftsomkostninger følger statens kontoplan.

## HOVED- OG NØGLETAL

Oversigt over hoved- og nøgletal er udarbejdet i henhold til § 11, stk. 2. i bekendtgørelse om tilskud og revision mv. ved Universiteterne. IT-Universitetet i København anvender definitionsmanualen for Danske Universiteters statistiske beredskab.

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

Fra og med 2017 er IT-Universitetet i København overgået fuldt ud til aktivitetsbaserede budgetter og regnskaber. Registreringen af årsverk, løn- og driftsomkostninger på aktivitetsniveau muliggør en mere retvisende omkostningsfordeling, end det har været muligt i tidligere år. Det betyder, at en række centralt afholdte udgifter til især økonomi- og personalestyring, der i tidligere år blev indregnet som generel ledelse og administration, bliver fordelt til faglige formål, som anbefalet i ministeriets vejledning. Der er ikke foretaget opdatering af sammenligningstal.

# RESULTATOPGØRELSE 1. JANUAR - 31. DECEMBER

Note	2017 DKK 1.000	2016 DKK 1.000
<b>1</b> Statstilskud	235.498	225.390
<b>2</b> Deltagerbetaling	8.074	8.972
<b>3</b> Eksterne forskningsmidler	24.258	22.395
Andre indtægter	8.199	6.486
<b>Indtægter i alt</b>	<b>276.029</b>	<b>263.243</b>
<b>4</b> Personaleomkostninger	177.654	160.434
<b>8</b> Af- og nedskrivninger	2.048	2.019
<b>5</b> Andre ordinære driftsomkostninger	101.679	94.433
<b>Ordinære driftsomkostninger i alt</b>	<b>281.381</b>	<b>256.886</b>
<b>RESULTAT AF ORDINÆR DRIFT</b>	<b>-5.352</b>	<b>6.357</b>
<b>6</b> Finansielle indtægter	3.321	2.843
<b>7</b> Finansielle omkostninger	36	27
<b>Finansielle poster i alt</b>	<b>3.285</b>	<b>2.815</b>
<b>ÅRETS RESULTAT</b>	<b>-2.066</b>	<b>9.172</b>

## RESULTATDISPONERING

	2017 DKK 1.000	2016 DKK 1.000
Disponeret til overført overskud	-2.066	9.172
<b>Resultatdisponering i alt</b>	<b>-2.066</b>	<b>9.172</b>

# BALANCE PR. 31. DECEMBER

## AKTIVER PR. 31. DECEMBER

Note	2017 DKK 1.000	2016 DKK 1.000
Software	2.355	3.868
<b>9 Immaterielle anlægsaktiver i alt</b>	<b>2.355</b>	<b>3.868</b>
Indretning af lejede lokaler	161	204
It-udstyr	258	572
Driftsmateriel og inventar	7	21
<b>9 Materielle anlægsaktiver i alt</b>	<b>426</b>	<b>796</b>
Kapitalandele i dattervirksomhed	5.000	5.000
<b>10 Finansielle anlægsaktiver i alt</b>	<b>5.000</b>	<b>5.000</b>
<b>ANLÆGSAKTIVER I ALT</b>	<b>7.781</b>	<b>9.665</b>
Tilgodehavender fra salg af ydelser	4.746	3.281
Tilgodehavender fra tilskudsaktiviteter	6.446	6.323
Andre tilgodehavender	4.449	4.655
Periodeafgrænsningsposter	2.026	926
<b>Tilgodehavender i alt</b>	<b>17.666</b>	<b>15.185</b>
Værdipapirportefølje	112.256	109.120
Likvider	35.010	53.401
<b>Likvide beholdninger i alt</b>	<b>147.266</b>	<b>162.521</b>
<b>OMSÆTNINGSAKTIVER I ALT</b>	<b>164.933</b>	<b>177.706</b>
<b>AKTIVER I ALT</b>	<b>172.713</b>	<b>187.371</b>

## PASSIVER PR. 31. DECEMBER

Note	2017 DKK 1.000	2016 DKK 1.000
Egenkapital primo	78.287	69.115
Overført resultat	-2.066	9.172
<b>11 Egenkapital i alt</b>	<b>76.221</b>	<b>78.287</b>
Reetablering af lejemål	2.852	2.818
<b>Hensatte forpligtelser i alt</b>	<b>2.852</b>	<b>2.818</b>
Leverandørgæld	10.015	9.528
Feriepengeforpligtelse	22.996	19.854
<b>12 Anden gæld</b>	<b>10.297</b>	<b>8.624</b>
Forudbetalte bundne tilskud	16.361	34.161
Forudbetalt statstilskud	33.350	33.258
Andre periodeafgrænsningsposter	622	840
<b>Kortfristede gældsforpligtelser i alt</b>	<b>93.641</b>	<b>106.266</b>
<b>PASSIVER I ALT</b>	<b>172.713</b>	<b>187.371</b>
<b>13</b> Pantsætninger og sikkerhedsstillelser		
<b>14</b> Kontraktlige forpligtelser		
<b>15</b> Eventualforpligtelser		
<b>16</b> Personaleregnskab		
<b>17</b> Segmentoplysninger		
<b>18</b> Indtægtsdækket virksomhed		
<b>19</b> Nærtstående parter		
<b>20</b> Yderligere forhold		

# PENGESTRØMSOPGØRELSE 1. JANUAR - 31. DECEMBER

Note	2017 DKK 1.000	2016 DKK 1.000
<b>Årets resultat</b>	<b>-2.066</b>	<b>9.172</b>
<b>8</b>		
Af- og nedskrivninger	2.048	2.019
Gevinst og tab ved salg af anlægsaktiver	112	-0
Ændring af hensættelser	34	20
<b>Tilbageførsel af poster uden likviditetseffekt</b>	<b>2.194</b>	<b>2.039</b>
Ændring i tilgodehavender	-2.481	-2.094
Ændring i kortfristede gældsforspligtelser	-12.625	20.612
<b>Ændring i driftskapital</b>	<b>-15.106</b>	<b>18.518</b>
<b>PENGESTRØMME FRA DRIFTSAKTIVITET</b>	<b>-14.978</b>	<b>29.729</b>
<b>9</b>		
Køb og salg af immaterielle og materielle anlægsaktiver	-276	-1.145
Køb og salg af finansielle anlægsaktiver	-0	-0
<b>Pengestrømme fra investeringsaktivitet</b>	<b>-276</b>	<b>-1.145</b>
Køb og salg af værdipapirer	-3.137	-2.123
<b>Pengestrømme fra finansieringsaktivitet</b>	<b>-3.137</b>	<b>-2.123</b>
<b>ÆNDRING I LIKVIDE BEHOLDNINGER</b>	<b>-18.391</b>	<b>26.462</b>
Likvide beholdninger pr. 1. januar	53.401	26.939
<b>LIKVIDE BEHOLDNINGER PR. 31. DECEMBER</b>	<b>35.010</b>	<b>53.401</b>

# NOTER

## 1. STATSTILSKUD

	2017 DKK 1.000	2016 DKK 1.000
Heltidsuddannelse	124.018	124.713
Deltidsuddannelse	2.648	3.559
Udvekslingsstuderende	277	437
Effektiviseringer	-3.038	-2.994
Fripladser og stipendier	2.395	2.014
Færdiggørelsesbonus	15.694	6.515
Forskning	93.470	89.924
Øvrige formål	35	1.221
<b>Statstilskud i alt</b>	<b>235.498</b>	<b>225.390</b>

## 2. DELTAGERBETALING

	2017 DKK 1.000	2016 DKK 1.000
Deltagere på deltidsuddannelse	7.282	8.536
Anden deltagerbetaling	792	435
<b>Deltagerbetaling i alt</b>	<b>8.074</b>	<b>8.972</b>

## 3. EKSTERNE FORSKNINGSMIDLER

	2017 DKK 1.000	2016 DKK 1.000
Danske offentlige forskningsmidler	7.601	11.846
EU-forskningsmidler	10.989	5.821
Private forskningsmidler	5.668	4.729
Øvrige forskningsmidler	0	0
<b>Eksterne forskningsmidler i alt</b>	<b>24.258</b>	<b>22.395</b>

## 4. PERSONALEOMKOSTNINGER

	2017 DKK 1.000	2016 DKK 1.000
Lønninger	178.723	163.058
Lønrefusioner	-2.716	-3.491
Øvrige personaleomkostninger	1.646	867
<b>Personaleomkostninger i alt</b>	<b>177.654</b>	<b>160.434</b>

## 5. ANDRE ORDINÆRE DRIFTSOMKOSTNINGER

	2017 DKK 1.000	2016 DKK 1.000
Husleje	36.807	35.083
Øvrige ordinære driftsomkostninger	64.872	59.349
<b>Andre ordinære driftsomkostninger i alt</b>	<b>101.679</b>	<b>94.433</b>

## 6. FINANSIELLE INDTÆGTER

	2017 DKK 1.000	2016 DKK 1.000
Afkast på værdipapirportefølje	3.321	2.843
Øvrige finansielle indtægter	0	0
<b>Finansielle indtægter i alt</b>	<b>3.321</b>	<b>2.843</b>

## 7. FINANSIELLE OMKOSTNINGER

	2017 DKK 1.000	2016 DKK 1.000
Øvrige finansielle omkostninger	36	27
<b>Finansielle omkostninger i alt</b>	<b>36</b>	<b>27</b>

## 8. AF- OG NEDSKRIVNINGER

	<b>2017</b> DKK 1.000	<b>2016</b> DKK 1.000
Af- og nedskrivninger	2.048	2.019
<b>Af- og nedskrivninger i alt</b>	<b>2.048</b>	<b>2.019</b>

## 9. ANLÆGSNOTE

	Software DKK 1.000	Indretning af lejede lokaler DKK 1.000	It-udstyr DKK 1.000	Driftsmateriel og inventar DKK 1.000	I alt DKK 1.000
Anskaffelsespris pr. 1. januar	7.870	430	7.305	701	16.306
Årets tilgang	86	0	190	0	276
Årets afgang	-480	0	-1.383	-88	-1.951
<b>Anskaffelsespris pr. 31. december</b>	<b>7.477</b>	<b>430</b>	<b>6.112</b>	<b>613</b>	<b>14.631</b>
 Akkumulerede af- og nedskrivninger pr. 1. januar	 4.002	 226	 6.734	 680	 11.642
Årets af- og nedskrivninger	1.487	43	504	14	2.048
Årets tilbageførte afskrivninger	-368	0	-1.383	-88	-1.840
<b>Akkumulerede af- og nedskrivninger pr. 31. december</b>	<b>5.122</b>	<b>269</b>	<b>5.854</b>	<b>606</b>	<b>11.850</b>
 <b>Regnskabsmæssig værdi pr. 31. december</b>	<b>2.355</b>	<b>161</b>	<b>258</b>	<b>7</b>	<b>2.781</b>

## 10. FINANSIELLE ANLÆGSAKTIVER

	<b>2017</b> DKK 1.000	<b>2016</b> DKK 1.000
Kapitalandele i ITU Business Development A/S	5.000	5.000
<b>Kapitalandele i dattervirksomhed i alt</b>	<b>5.000</b>	<b>5.000</b>

## 11. EGENKAPITALFORKLARING

	<b>2017</b> DKK 1.000	<b>2016</b> DKK 1.000
Akkumuleret overført overskud, primo	78.287	69.115
Årets overførte overskud	-2.066	9.172
<b>Egenkapital i alt</b>	<b>76.221</b>	<b>78.287</b>

## 12. ANDEN GÆLD

	<b>2017</b> DKK 1.000	<b>2016</b> DKK 1.000
Resultatløn	1.037	1.128
Åremålsansættelser	1.319	857
Øvrig skyldig løn	4.863	3.566
Skyldig revision	132	210
Skyldig print studerende	28	20
Skyldig moms	245	224
Deposita	956	1.194
Øvrige skyldige poster	1.717	1.425
<b>Anden gæld i alt</b>	<b>10.297</b>	<b>8.624</b>

## 13. PANTSÆTNINGER OG SIKKERHEDSSTILLELSER

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

## 14. KONTRAKTLIGE FORPLIGTELSER

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

## 15. EVENTUALFORPLIGTELSER

For 19 samfinansierede ph.d.-studerende ud af i alt 52 indskrevne ph.d.-studerende ultimo 2017 indestår IT-Universitetet i København for betaling af de studerendes løn i den 3-årige eller 4-årige periode, hvor deres ansættelsesaftaler er uopsigelige fra universitetets side. Forpligtigelsen kan blive aktuel, såfremt lønudgifterne ikke dækkes af virksomheder eller institutioner, som der er indgået uddannelsesaftaler med.

IT-Universitetet i København har en medarbejder ansat på tjenestemandsvilkår, hvilket betyder en forpligtelse til at betale rådighedsløn i 36 måneder ved opsigelse. Lønforpligtelsen udgør maksimalt 2.316 t.kr.

IT-Universitetet i København er omfattet af Statens selvforsikningsprincip og har tegnet bestyrelsesansvarsforsikring.

## 16. PERSONALEREGNSKAB

Årsværk	2017	2016	2015	2014
VIP	150	135	135	144
DVIP	43	43	44	41
Øvrige årsværk	140	137	131	137
<b>Total</b>	<b>333</b>	<b>315</b>	<b>310</b>	<b>322</b>

Antal ansatte	2017	2016	2015	2014
Årsværk	333	315	310	322
Antal ansatte pr. 1. januar	797	743	700	675
Tiltrædelser	533	512	472	532
Fratrædelser	499	458	429	507
<b>Antal personer 31. december</b>	<b>831</b>	<b>797</b>	<b>743</b>	<b>700</b>

## 17. SEGMENTOPLYSNINGER

	2017 DKK 1.000	2016 DKK 1.000
<b>Ordinær virksomhed</b>		
Indtægter	245.655	236.145
Personaleomkostninger	-160.883	-145.832
Driftsomkostninger	-92.053	-85.217
<b>Årets resultat før finansielle poster</b>	<b>-7.282</b>	<b>5.096</b>
<b>Indtægtsdækket virksomhed</b>		
Indtægter	6.311	6.101
Personaleomkostninger	-1.255	-1.609
Driftsomkostninger	-3.125	-3.231
<b>Årets resultat før finansielle poster</b>	<b>1.930</b>	<b>1.261</b>
<b>Tilskudsfinansieret forskning</b>		
Indtægter	24.063	21.775
Personaleomkostninger	-15.323	-12.870
Driftsomkostninger	-8.740	-8.904
<b>Årets resultat før finansielle poster</b>	<b>0</b>	<b>0</b>
<b>Årets resultat før finansielle poster</b>	<b>-5.352</b>	<b>6.357</b>

## 18. INDTÆGTSDEKKET VIRKSOMHED

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

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

	2017 DKK 1.000	2016 DKK 1.000	2015 DKK 1.000	2014 DKK 1.000
Indtægter	6.311	6.101	5.503	3.491
Direkte og indirekte omkostninger	4.380	4.840	4.026	2.065
<b>Årets resultat</b>	<b>1.930</b>	<b>1.261</b>	<b>1.477</b>	<b>1.426</b>
<b>Akkumuleret overført overskud pr. 31. december</b>	<b>14.009</b>	<b>12.079</b>	<b>10.819</b>	<b>9.342</b>

Ved opgørelse af det akkumulerede resultat vedrørende indtægtsdækket virksomhed skal institutionen tage udgangspunkt i år 2007 som første optjeningsår, således at der i de seneste års akkumulerede resultat er summeret mere end fire års resultater. Det akkumulerede resultat for 2014 skal tilsvarende indeholde det akkumulerede resultat for perioden 2007-2014.

## 19. NÆRTSTÅENDE PARTER

Nærtstående parter	Transaktioner
<b>Uddannelses- og Forskningsministeriet (UFM)</b>	Statstilskud fra UFM udgør 235.095 t.kr. i 2017 og 224.557 t.kr. i 2016.
<b>Ministeriet for Børn, Undervisning og Ligestilling (UVM)</b>	Statstilskud fra UVM udgør 404 t.kr. i 2017 og 832 t.kr. i 2016.
<b>Bestyrelse</b>	Udbetalt vederlag til Bestyrelsen udgør 369 t.kr. i 2017 og 365 t.kr. i 2016.
<b>Direktion</b>	Udbetalt vederlag til Direktionen udgør 3.611 t.kr. i 2017 og 3.110 t.kr. i 2016.
<b>Studenterorganisationen på IT-Universitetet i København (stupIT)</b>	Udbetalt tilskud til stupIT udgør 500 t.kr. i 2017 og 398 t.kr. i 2016.
<b>ITU Business Development A/S (ITU BD)</b>	<p>IT-Universitetet i København har indbetalt kapital for 5.000 t.kr. til ITU BD i 2014, og ejer selskabet 100 procent. Aktiekapitalen udgør 1.000 t.kr.</p> <p>Årets resultat i ITU BD er på -420 t.kr. og egenkapitalen pr. 31. december 2017 udgør 3.888 t.kr.</p> <p>ITU BD har leveret ydelser til IT-Universitetet i København og overtaget forpligtelser vedrørende patenter for 1.233 t.kr. i 2017 og 914 t.kr. i 2016.</p> <p>ITU BD har lejet lokaler hos IT-Universitetet i København for 185 t.kr. i 2017 og 62 t.kr. i 2016.</p>
<b>Folketingets Finansudvalg (FFU)</b>	IT-Universitetet i København har ikke anlægsprojekter, der kræver godkendelse af FFU.

## 20. YDERLIGERE FORHOLD

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

- Bekendtgørelse nr. 1648 af 15. december 2016 om tilskud og revision m.v. ved universiteterne.
- Styrelsen for Institutioner og Uddannelsesstøttet brev af 13. december 2017 om årsrapport 2017.
- Styrelsen for Institutioner og Uddannelsesstøttet brev af 1. december 2015 vedrørende implementering af nye statsstøtteregler for forskningsinfrastruktur.

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

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

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

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

IT-Universitetet i København udbyder ingen uddannelser i udlandet.

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

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

# HOVED- OG NØGLETAL

<b>Indtægter (DKK 1.000)</b>	<b>2017</b>	<b>2016</b>
Uddannelse	153.106	146.210
Forskning	93.470	89.924
Eksterne midler	31.027	26.165
Forskningsbaseret myndighedsbetjening	0	0
Øvrige tilskud	-3.003	-1.773
Øvrige indtægter	4.715	5.531
<b>Total</b>	<b>279.314</b>	<b>266.058</b>

<b>Balance (DKK 1.000)</b>	<b>2017</b>	<b>2016</b>
Egenkapital	76.221	78.287
Balancesum	172.713	187.371

<b>Økonomiske nøgletal (pct.)</b>	<b>2017</b>	<b>2016</b>
Overskudsgrad	-0,7%	3,5%
Likviditetsgrad	233,5%	205,7%
Finansieringsgrad*	0,0%	0,0%

\* IT-Universitetet i København har ingen langfristet gæld

<b>Omkostninger (DKK 1.000)</b>	<b>2017</b>	<b>2016</b>
Uddannelse	141.141	120.529
Forskning	107.285	97.118
Formidling og vidensudveksling	13.560	7.233
Myndighedsbetjening	0	0
Generel ledelse og administration	13.260	26.852
<b>Total</b>	<b>275.246</b>	<b>251.732</b>

<b>Bygning</b>	<b>2017</b>	<b>2016</b>
Bygninger m2 i alt - Netto	23.352	23.352

<b>Personale (årsværk)</b>	<b>2017</b>	<b>2016</b>
VIP	150,0	135,2
DVIP	43,0	42,6
Øvrige årsværk	140,3	136,6
<b>Total</b>	<b>333,3</b>	<b>314,4</b>

<b>Bachelor- og kandidatstuderende i perioden 1. oktober - 30. september</b>	<b>2017</b>	<b>2016</b>
Antal optagte bachelorstuderende	333	273
Antal optagte kandidatstuderende	498	479
Antal indskrevne studerende pr. 30. september	1.811	1.788
Antal STÅ (inkl. gæstestuderende)	1.357	1.361

<b>Færdiguddannede bachelorer og kandidater i perioden 1. oktober - 30. september</b>	<b>2017</b>	<b>2016</b>
Antal færdiguddannede bachelorer	169	169
Antal færdiguddannede kandidater	470	414

Friplads- og stipendieordningen	2017	2016
Antal indskrevne studerende på fripladser pr. 30. september	12	12
Antal STÅ baseret på fripladser (taxameter 3)	11	10
Samlet beløb udbetalt som stipendier (1.000 kr.)	1.335	1.072
Antal studerende, der har fået udbetalt stipendier	17	17

Forskeruddannelse	2017	2016
Antal indskrevne ph.d.-studerende pr. 31. december	52	51
Antal optagne ph.d.-studerende	15	18
Antal godkendte ph.d.-afhandlinger	11	15

Deltidsstuderende i perioden 1. oktober - 30. september	2017	2016
Antal optagne diplom- og masterstuderende	52	69
Antal betalende deltidssstudenter	369	410
Antal årselever optjent af deltidssstudenter	75	96
Antal færdiguddannede diplom- og masterstuderende	79	92

Forsknings- og formidlingsresultater	2017	2016
Antal forskningspublikationer	230	231
Antal patentansøgninger	1	4
Antal udstedte patenter	1	2
Antal anmeldte opfindelser	4	3
Antal projekter med erhvervslivet	21	16
Antal eksterne projekter	71	66
Økonomisk samarbejde med erhvervslivet (1.000 kr.)	5.788	5.404

Internationalisering i perioden 1. september - 31. august	2017	2016
Antal udvekslingsstuderende udgående (inklusiv udlandsstipendier)	46	78
Antal udvekslingsstuderende indgående	28	28
Antal udenlandske studerende pr. 30. september	299	314



# MÅLOPFYLDELSE

# OVERSIGT OVER MÅLOPFYLDELSE

## OPFØLGNING PÅ RESULTATMÅL I UDVIKLINGSKONTRAKT FOR 2015-2017

Opfølgning pr. 31. december 2017.

De 12 mål i udviklingskontrakten vedrører følgende otte overordnede temaer:

- Bedre kvalitet i uddannelserne
- Større relevans og øget gennemsigtighed
- Bedre sammenhæng og samarbejde
- Styrket internationalisering
- Øget regionalt vidensamarbejde
- Mere ekstern finansieret forskning
- Flere ph.d.-studerende
- Flere videnskabelige publikationer.

## OVERORDNET OVERSIGT OVER MÅLOPFYLDESEN I 2017

	Antal målepunkter	Opfyldt	Delvist opfyldt	Ikke opfyldt	Ikke opgjort
Bedre kvalitet i uddannelserne	2	1		1	
Større relevans og øget gennemsigtighed	2	2			
Bedre sammenhæng og samarbejde	2	2			
Styrket internationalisering	1	1			
Øget regionalt vidensamarbejde	1	1			
Selvvalgte mål	4	1		2	1
<b>I alt</b>	<b>12</b>	<b>8</b>	<b>0</b>	<b>3</b>	<b>1</b>

Målafrapporteringen i ovenstående skema afspejler resultaterne for 2017 og er udarbejdet i henhold til Styrelsen for Institutioner og Uddannelsesstøttet brev om årsrapport 2017 af 13. december 2017.

# AFRAPPORTERING AF MÅLOPFYLDELSE

Målepunkters	Beskrivelse	Bemærkninger	Status
M 1.1	Gennemsnittet af de studerendes svar på de kvantitative spørgsmål i kursusevalueringen skal være mindst 4,75 på en skala fra 1 til 6. Det gælder for hvert år i kontraktperioden.	I 2017 er gennemsnittet af de studerendes svar på de kvantitative spørgsmål i kursusevalueringen 4,81.  I 2016 var gennemsnittet af de studerendes svar på de kvantitative spørgsmål i kursusevalueringen 4,74.  I 2015 var gennemsnittet af de studerendes svar på de kvantitative spørgsmål i kursusevalueringen 4,75.	
M 1.2	IT-Universitetet i København vil nedbringe den gennemsnitlige overskridelse af normeret studietid for dets færdiguddannede bachelorer og kandidater i 2015 med 0,5 måned i forhold til 2011, 1 måned i 2016 i forhold til 2011 og 1,6 måned i 2017 i forhold til 2011.	I 2017 er den gennemsnitlige overskridelse af normeret studietid 10,4 måneder for IT-Universitetet i Københavns færdiguddannede bachelorer og kandidater. Dette er et fald på 1,2 måned sammenlignet med 2011.  I 2016 var den gennemsnitlige overskridelse af normeret studietid 12,5 måneder for IT-Universitetet i Københavns færdiguddannede bachelorer og kandidater. Dette var en stigning på 0,9 måned sammenlignet med 2011.  I 2015 var den gennemsnitlige overskridelse af normeret studietid 11,4 måneder for IT-Universitetet i Københavns færdiguddannede bachelorer og kandidater svarende til et fald på 0,2 måned sammenlignet med 2011.	
M 2.1	Ledigheden for de kandidater, der dimitterede fra IT-Universitetet i København 4 til 7 kvartaler tidligere, vil i 2015 højst være 14 pct., i 2016 højst 13 pct. og i 2017 højst 12 pct.	I 2017 er ledigheden for kandidater, der dimitterer fra IT-Universitetet i København 4 til 7 kvartaler tidligere, 9 pct.  I 2016 var ledigheden for kandidater, der dimitterer fra IT-Universitetet i København 4 til 7 kvartaler tidligere, 14 pct.  I 2015 var ledigheden for kandidater, der dimitterede fra IT-Universitetet i København 4 til 7 kvartaler tidligere, 11 pct.	

## Signatur:



Målet er opfyldt.



Målet er delvist opfyldt, idet der er opnået mere end 75 pct. af fuld opfylde.



Målet er ikke opfyldt, idet der er opnået 75 pct. eller mindre af fuld opfylde.



Målet kan ikke opgøres.

Målepunkters	Beskrivelse	Bemærkninger	Status
M 2.2	Andelen af dimittender fra IT-Universitetet i Københavns kandidatuddannelser uddannet fra 0 til 10 år siden, der arbejder i den private sektor, skal være mindst 75 pct. af de beskæftigede kandidater. Dette gælder for hvert år i kontraktperioden.	I 2017 arbejder 80 pct. af de beskæftigede dimittender fra IT-Universitetet i Københavns kandidatuddannelser uddannet fra 0 til 10 år siden i den private sektor.  I 2016 arbejdede 80 pct. af de beskæftigede dimittender fra IT-Universitetet i Københavns kandidatuddannelser uddannet fra 0 til 10 år siden i den private sektor.  I 2015 arbejdede 78 pct. af de beskæftigede dimittender fra IT-Universitetet i København uddannet fra 0 til 10 år siden i den private sektor.	
M 3.1	Antallet af optagne kandidatstuderende, hvis adgangsgivende uddannelse er bestået ved en anden dansk uddannelsesinstitution end IT-Universitetet i København, skal være mindst 230. Dette gælder for hvert år i kontraktperioden.	I 2017 har 291 af de optagne kandidatstuderende en adgangsgivende uddannelse, som er bestået ved en anden dansk uddannelsesinstitution end IT-Universitetet i København.  I 2016 havde 281 af de optagne kandidatstuderende en adgangsgivende uddannelse, som var bestået ved en anden dansk uddannelsesinstitution end IT-Universitetet i København.  I 2015 havde 239 af de optagne kandidatstuderende en adgangsgivende uddannelse, som var bestået ved en anden dansk uddannelsesinstitution end IT-Universitetet i København.	

Målepunkters	Beskrivelse	Bemærkninger	Status
M 3.2	<p>IT-Universitetet i København vil i løbet af 2015 formulere en strategi for, hvorledes universitetet bevidst udnytter, at dets kandidatstuderende har mange forskellige uddannelsesbaggrunde.</p> <p>Målet for 2016 er, at universitetet i årsrapporten for 2016 redegør for fremdriften i udviklingen af de til strategien hørende handleplaner, processer og procedurer.</p> <p>IT-Universitetet i København vil senest ved udgangen af 2017 have formuleret og iværksat til strategien hørende handleplaner, processer og procedurer.</p>	<p>Ved udgangen af 2017 har IT-Universitetet i København formuleret de til strategien hørende handleplaner, processer og procedurer.</p> <p>Med udgangspunkt i den i 2015 udarbejdede strategi, der blev indarbejdet i IT-Universitetet i Københavns kvalitetspolitik, blev der i starten af 2016 udformet en diversitetspolitik og to idébeskrivelser.</p> <p>På denne baggrund er der i løbet af 2016 udarbejdet et forslag til strukturel revision af de fire kandidatuddannelser. Efterfølgende er der gennemført en debat af dette forslag i universitetets uddannelsesmæssige beslutningsorganer. Afslutningsvis har direktionen vedtaget handlingsplaner for hvert af forslagets initiativer til iværksættelse i 2017.</p> <p>I 2015 formulerede IT-Universitetet i København en strategi for, hvorledes det bedst udnyttes, at de kandidatstuderende har mange forskellige uddannelsesbaggrunde. Strategien indgik i IT-Universitetet i Københavns kvalitetspolitik for 2016.</p>	
M 4	<p>Bachelor- og kandidatuddannelsernes globale kompetenceprofiler og relaterede aktiviteter evalueres hvert år i kontraktperioden, og der laves en handlingsplan for det efterfølgende år. Disse handlingsplaner skal godkendes af studielederen.</p>	<p>I 2017 er bachelor- og kandidatuddannelsernes globale kompetenceprofiler og relaterede aktiviteter blevet evalueret, og der er for hver uddannelse udformet en handlingsplan for 2018, som er blevet godkendt af studielederen.</p> <p>I 2016 blev bachelor- og kandidatuddannelsernes globale kompetenceprofiler og relaterede aktiviteter evalueret, og der blev for hver uddannelse udformet en handlingsplan for 2017, som blev godkendt af studielederen.</p> <p>I 2015 blev bachelor- og kandidatstuderendes globale kompetenceprofiler og relaterede aktiviteter ligeført evaluert, og der blev udarbejdet handlingsplaner for 2016, som blev godkendt af studielederen.</p>	

Målepunkters	Beskrivelse	Bemærkninger	Status
M 5	Ved udgangen af 2017 udtrykker IT-Universitetets "executive-level" aftagerpanel i deres årlige statusrapport, at universitetet i tilfredsstillende omfang indretter sin portefølje af uddannelser efter aftagernes behov.	I 2017 udtrykker IT-Universitetets "executive-level" aftagerpanel i deres årlige statusrapport, at universitetet i tilfredsstillende omfang indretter porteføljen af uddannelser efter aftagernes behov.  Ved udgangen af 2016 forelå der "Programme-Specific Employers' Panels Reports" fra samtlige uddannelsesspecifikke aftagerpaneler.  Målet indgik ikke i Udviklingskontrakten i 2015.	
M 6	Det totale forbrug af eksterne forskningsmidler divideret med antal senior-VIP-årsværk skal være mindst 650.000 kr. i 2015, 800.000 kr. i 2016 og 1.000.000 kr. i 2017.	I 2017 er det totale forbrug af eksterne forskningsmidler divideret med antal senior-VIP-årsværk 407.000 kr. svarende til en målopfylde på 41 pct.  I 2016 var det totale forbrug af eksterne forskningsmidler divideret med antal senior-VIP-årsværk 408.211 kr. svarende til en målopfylde på 51 pct.  I 2015 var det totale forbrug af eksterne forskningsmidler divideret med antal senior-VIP-årsværk 499.673 kr. svarende til en målopfylde på 77 pct.	
M 7.1	Antallet af optagne ph.d.-studerende vil være mindst 14 i 2015, 18 i 2016 og 22 i 2017.	I 2017 er antallet af optagne ph.d.-studerende 15.  I 2016 var antallet af optagne ph.d.-studerende 18.  I 2015 var antallet af optagne ph.d.-studerende 14.	

Målepunkters	Beskrivelse	Bemærkninger	Status
M 7.2	Antallet af personer, der optages som ph.d.-studerende på IT-Universitetet i København det pågældende år uden at få et ordinært ph.d.-stipendium, vil være mindst 2 i 2015, 3 i 2016 og 4 2017.	I 2017 er fire personer blevet optaget som ph.d.-studerende på IT-Universitetet i København uden at få et ordinært ph.d.-stipendium.  I 2016 blev tre personer optaget som ph.d.-studerende på IT-Universitetet i København uden at få et ordinært ph.d.-stipendium.  I 2015 blev tre personer optaget som ph.d.-studerende på IT-Universitetet i København uden at få et ordinært ph.d.-stipendium.	
M 8	Antallet af BFI-point divideret med antal forskningsårsværk, som er rapporteret til Danske Universiteters Statistiske Beredskab, vil være mindst 1,85 i 2015, 1,96 i 2016 og 2,08 i 2017.	Det er endnu ikke muligt at opgøre dette mål for 2017, idet antallet af bibliometripoint (BFI-point) tidligst vil blive opgjort af Styrelsen for Forskning og Innovation medio 2018.  I 2016 blev der optjent 235,71 BFI-point, svarende til 2,70 BFI-point pr. forskningsårsværk.  I 2015 blev der optjent 202,39 BFI-point, svarende til 2,34 BFI-point pr. forskningsårsværk.	

# DISKUSSION AF MÅLOPFYLDEN

## BAGGRUND

I Udviklingskontrakten for 2015-2017 har IT-Universitetet i København indgået en aftale med uddannelses- og forskningsministeren indeholdende 12 mål. I 2017 opfylder IT-Universitetet i København otte af de 12 mål. Tre mål er ikke opfyldt, mens et mål ikke kan opgøres. Herunder redegøres for de tre mål, som IT-Universitetet i København ikke har opfyldt i 2017.

### Målepunkt 1.2: Gennemsnitlig overskridelse af normeret studietid

Den gennemsnitlige overskridelse af normeret studietid for færdiguddannede bachelorer og kandidater er 10,4 måneder i 2017, svarende til et fald på 1,2 måned sammenlignet med 2011. Dette svarer til en målopfyldelse på 75 pct.

IT-Universitetet i København er særdeles opmærksom på at skulle reducere den gennemsnitlige overskridelse af normeret studietid. IT-Universitetet i København har taget en række initiativer for at få reduceret den gennemsnitlige overskridelse af normeret studietid. Først og fremmest har IT-Universitetet i København implementeret fremdriftsreformen. IT-Universitetet i København har fastholdt kravene i fremdriftsreformen, herunder krav om tilmelding til 30 ECTS-points pr. semester, også efter at der fra 2016 politisk og lovgivningsmæssigt er åbnet op for lempelser. Derudover har IT-Universitetet i København fjernet de studerendes mulighed for at få studieorlov, forkortet specialeperioden fra seks måneder til et semester, indført specialeforberedende elementer på alle kandidatuddannelser, forkortet de tilladte maksimale studietider og indført studieaktivitetskrav. Den fulde effekt af tiltagene vil dog først kunne måles, når alle bachelorer og kandidater, der indgår i opgørelsen, har været underlagt fremdriftsreformen under hele deres uddannelse.

Den gennemsnitlige overskridelse af den normerede studietid påvirkes kraftigt af enkelte studerende, der bruger lang tid på studiet. En af årsagerne til lange studietider er studerende, der har et eller

flere længere sygdomsforløb under deres studietid. IT-Universitetet i København har meget begrænsede og i flere tilfælde ingen muligheder for at reducere studietiden for disse studerende.

Der er sket et fald i studietiderne, og prognoserne viser, at når studerende, der har påbegyndt deres uddannelse før studiefremdriftsreformen blev implementeret, har færdiggjort deres uddannelse, forventes studietiderne at blive yderligere reduceret, og IT-Universitetet i København forventer at nå reduktionsmålet i 2020.

### Målepunkt 6: Forbrug af eksterne forskningsmidler pr. senior-VIP-årsværk

Det totale forbrug af eksterne forskningsmidler divideret med antallet af senior-VIP-årsværk er 407.000 kr. i 2017 svarende til en målopfyldelse på 41 pct.

Igen i år har der været udfordringer med at opfylde målet om forbrug af eksterne forskningsmidler.

En af grundende til, at målet ikke er nået, er, at nogle af IT-Universitetet i Københavns større eksterne forskningsbevillinger er løbet ud i 2016, samt at universitetet ikke har formået at tiltrække nye større bevillinger i tide til, at de kunne starte op i 2017. Desuden må målet nu anses for at være for ambitøst. Da målet blev formuleret i 2013, var det et udtryk for det dengang forventede nationale gennemsnitlige forbrug pr. senior-VIP-årsværk for universitetssektoren i Danmark som helhed. Men siden dengang er de offentlige kilder, der kan søges, blevet reduceret markant, og yderligere er konkurrencen om at tiltrække eksterne forskningsmidler blevet betydelig intensiveret både hos danske offentlige og private kilder samt hos Horizon 2020.

Opfyldelsesgraden varierer på tværs af institutter, men ingen opfylder målet om at forbruge 1.000.000 kr. pr. senior-VIP. Det institut, der er nærmest på at opfylde målet, er Institut for Datalogi, og det er det eneste institut på IT-Universitetet i København, som har vækst målt i forskningsårsværk. Forventningen er derfor, at det gennemsnitlige forbrug af eksterne forskningsmidler pr. senior-VIP-årsværk vil øges i de kommende år.

Desuden planlægger IT-Universitetet i København en proces, hvor udvalgte forskere på alle institutter forsøges løftet fra ikke at tiltrække eksterne midler til at bidrage positivt til forbrug af eksterne midler i løbet af en kort periode.

### Målepunkt 7.1: Antallet af optagne ph.d.-studerende

Antallet af optagne ph.d.-studerende er 15 i 2017 svarende til en målopfyldelse på 68 pct.

Antallet af optagne ph.d.-studerende på IT-Universitetet i København er stærkt forbundet med forbruget af de tiltrukne eksterne forskningsmidler, forstået på den måde, at jo flere forbrugte eksterne forskningsmidler jo flere indskrevne ph.d.-studerende. Derfor, når målet om forbrug af eksterne forskningsmidler ikke opfyldes, så er det ikke sandsynligt, at målet om optagne ph.d.-studerende opfyldes. Tilsvarende er de initiativer, der skal til for at kunne optage flere ph.d.-studerende, de samme, som skal iværksættes for at tiltrække og forbruge flere eksterne forskningsmidler.

Yderligere tiltag for at kunne optage flere ph.d.-studerende vil blive at tiltrække flere erhvervs-ph.d.-studerende.

# VURDERING AF DEN SAMLEDE MÅLOPFYLDELSE I KONTRAKTPERIODEN 2015-2017

Kontraktperioden for Udviklingskontrakt for IT-Universitetet i København 2015 – 2017 udløb den 31. december 2017. Med udgangspunkt i afrapporteringen af målopfyldelsen for 2017 har IT-Universitetet i København nedenfor forholdt sig til den samlede målopfylde i kontraktperioden ved for hvert enkelt målepunkt at komme med en vurdering af den samlede målopfylde for hele kontraktperioden.

**Målepunkt 1.1:** I 2013 var gennemsnittet på de kvantitative spørgsmål 4,72 på en skala fra 1 til 6. IT-Universitetet i København stræbte efter gennem undervisningsudvikling at opnå endnu bedre resultater. Kurusevalueringen har i kontraktperioden ligget stabilt omkring 4,75 og med en stigning i 2017 til 4,81. IT-Universitetet i København finder udviklingen tilfredsstillende.

**Målepunkt 1.2:** Nedbringe den gennemsnitlige overskridelse af normeret studietid for dets færdiguddannede bachelorer og kandidater: Se under den uddybende redegørelse ovenfor i afsnittet [Diskussion af målopfylde](#).

**Målepunkt 2.1:** Ledighed for kandidater, der dimitterede fra IT-Universitetet i København 4 til 7 kvartaler tidligere: IT-Universitetet i København finder udviklingen i ledigheden for kandidater, der dimitterede 4 til 7 kvartaler tidligere, for tilfredsstillende. Der har været problemer med relativ høj ledighed på to af kandidatuddannelserne. Disse problemer er adresseret, idet optaget på uddannelserne er blevet dimensioneret, og indholdet i uddannelserne er blevet revideret.

**Målepunkt 2.2:** Andelen af dimittender fra IT-Universitetet i Københavns kandidatuddannelser uddannet fra 0 til 10 år siden, der arbejder i den private sektor: Som det fremgår af Udviklingskontrakten, ønskede IT-Universitetet i København at fastholde, at et klart flertal af universitetets dimittender finder beskæftigelse i den private sektor. I kontraktperioden har mindst 78 pct. været ansat i den private sektor. Herved er målsætningen indfriet i alle kontraktårene, hvilket IT-Universitetet i København finder tilfredsstillende.

**Målepunkt 3.1:** Antallet af optagne kandidatstuderende, hvis adgangsgivende uddannelse er bestået ved en anden dansk uddannelsesinstitution end IT-Universitetet i København, skal være mindst 230: Som det fremgår af Udviklingskontrakten ønskede IT-Universitetet i København at fastholde, hvad det opfatter som en styrkeposition i forhold til sammenhæng og samarbejde, nemlig at universitetet optager et betydeligt antal kandidatstuderende fra andre danske uddannelsesinstitutioner end IT-Universitetet i København. IT-Universitetet i København har indfriet målsætningen i hele kontraktperioden.

**Målepunkt 3.2:** IT-Universitetet i København vil i løbet af 2015 formulere en strategi for, hvorledes universitetet bevidst udnytter, at dets kandidatstuderende har mange forskellige uddannelsesbaggrunde. IT-Universitetet i København vil senest ved udgangen af 2017 have formuleret og iværksat til strategien hørende handleplaner, processer og procedurer:

I 2015 formulerede IT-Universitetet i København en strategi for, hvordan de kandidatstuderendes mange forskellige uddannelsesbaggrunde udnyttes. Strategien blev inddarbejdet som en del af den ordinære kvalitetspolitik for uddannelserne i 2016. For hver af IT-Universitetet i Københavns fire kandidatuddannelser er der i perioden 2015-2017 gennemført et revisionsprojekt forankret i den enkelte uddannelses fagmiljø. Resultatet af projekternes arbejde er en revideret studieordning for hver af de fire kandidatuddannelser. Læringskonsulenter har været inddraget i projekterne for at understøtte inddarbejdelse af pædagogiske og didaktiske hensyn. De reviderede studieordninger indeholder ændringer, der tilgodeser bedre udnyttelse af de kandidatstuderens forskellige uddannelsesbaggrunde. Efterfølgende er forslagene til reviderede studieordninger behandlet i universitetets uddannelsesmæssige beslutningsorganer, hvor de er blevet vedtaget. Arbejdet er hermed afsluttet og de reviderede studieordninger får effekt for studerende optaget på IT-Universitetet i København fra sommeren 2018.

**Målepunkt 4:** Bachelor og kandidatuddannelsernes globale kompetenceprofiler og relaterede aktiviteter evalueres hvert år i kontraktperioden, og der laves en handlingsplan for det efterfølgende år. Disse handlingsplaner skal godkendes af studielederen: IT-Universitetet i København har haft fokus på at udvikle globale kompetenceprofiler i alle universitetets fuldtidsuddannelser. Målene er opfyldt i hvert eneste år i aftaleperioden, idet de globale kompetenceprofiler er blevet evaluert, og der er blevet udarbejdet handlingsplaner for det kommende år.

**Målepunkt 5 (ændret 2016):** Intensiveret dialog med Københavnsregionens afdagere: I 2015 nedlagde IT-Universitetet i København sit eksisterende aftagerpanel og oprettede i stedet syv uddannelsesspecifikke aftagerpaneler samt et overliggende "executive-level" aftagerpanel (i dag er der fem uddannelsesspecifikke aftagerpaneler). De fleste uddannelsesspecifikke aftagerpaneler mødtes første gang i 2015, og "executive-level" panelet mødtes første gang i 2016. Ved udgangen af 2016 forelå der "Programme-Specific Employers' Panels' reports fra samtlige uddannelsesspecifikke aftagerpaneler, og i 2017 udtrykker "executive-level" aftagerpanelet i sin årlige statusrapport, at IT-Universitetet i København i tilfredsstillende omfang indretter sin portefølje af uddannelser efter aftagernes behov. Målsætningen i udviklingskontrakten er dermed opfyldt.

**Målepunkt 6:** Forbruget af eksterne forskningsmidler pr.senior-VIP-årsværk: Det totale forbrug af eksterne forskningsmidler pr. senior-VIP-årsværk har ligget mellem 400.000 kr. og 500.000 kr. i hele kontrakt-perioden og har dermed ikke udviklet sig tilfredsstillende. IT-Universitetet i København har lavet en række tiltag i perioden for at øge forbruget af eksterne forskningsmidler pr. senior-VIP-årsværk. I 2015 blev der indført en performancemodel samtidig med, at succesfulde forskere er tilført ekstra resurser på bekostning af andre grupper. Pt. planlægger IT-Universitetet i København en proces, hvor udvalgte forskere på alle institutter forsøges løftet fra ikke at tiltrække eksterne midler til at bidrage positivt til forbrug af eksterne midler i løbet af en kort periode. Samtidig har målopfyldelsen været påvirket af, at de offentlige kilder, som kan søges, er blevet reduceret markant, og yderligere er konkurrencen om at tiltrække eksterne forskningsmidler blevet betydeligt intensiveret både hos danske offentlige og private kilder samt hos Horizon 2020.

**Målepunkt 7.1:** Antallet af optagne ph.d.-studerende: Målet blev opfyldt i 2015 og 2016, men den forventede vækst i optaget i 2017 er udeblevet. Det lavere optag i 2017 hænger sammen med, at forbruget af eksterne forskningsmidler er lavere end forventet, hvilket har reduceret mulighederne for at tilbyde flere ph.d.-stipendier.

**Målepunkt 7.2:** Antal optagne ph.d.-studerende uden ordinært stipendum: IT-Universitetet i Københavns ønske om at øge optaget af ph.d.-studerende uden et ordinært stipendum er opfyldt, idet målet er indfriet i hvert af årene i kontraktperioden.

**Målepunkt 8:** Som det fremgår af udviklingskontrakten, tilstræber IT-Universitetet i København høj publikationsproduktivitet opgjort efter principperne i den nationale bibliometriske forskningsindikator (BFI): I 2015 var BFI-optjeningen pr. forskningsårsværk 26 pct. over målsætningen, og i 2016 38 pct. over målsætningen. IT-Universitetet i København anser målopfyldelsen som tilfredsstillende.



# APPENDIKS

# APPENDIKS 1

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

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

### Bestyrelsen

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

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

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

### Rektor

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

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

### Prorektor

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

### Universitetsdirektør

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

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

Direktionen udgøres af rektor, prorektor og universitetsdirektør. Direktionen er ansvarlig for udarbejdelse af IT-Universitetet i Københavns strategier samt udarbejdelse og forhandling af strategisk rammekontrakt med Uddannelses- og Forskningsministeriet.

Direktionen har ansvaret for, at IT-Universitetet i Københavns udvikling understøttes bedst muligt inden for de økonomiske rammer, som bestyrelsen har givet. Gennem direktionens arbejde opnås en helhed mellem forskning, uddannelse og administration. Direktionen arbejder gennem det daglige arbejde med at fremme IT-Universitetet i Københavns tre kerneværdier, toneangivende, ansvarlig og imødekommede, i hele organisationen.

### Akademisk råd

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

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

### Studienævn

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

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

**Ph.d.-udvalg**

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

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

**Institutledere**

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

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

**Studieleder**

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

**Samarbejds- og sikkerhedsudvalg**

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

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

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

# APPENDIKS 2

## MEDLEMMER AF IT-UNIVERSITETET I KØBENHAVNS AFTAGERPANELER PR. 1. JANUAR 2018

### EXECUTIVE-LEVEL EMPLOYERS' PANEL:

**Carsten Gomard (formand)**

Bestyrelsesformand, Netcompany

**Per Kogut**

President and Chief Executive Officer (CEO), NNIT

**Kaare Danielsen**

Direktør og ejer, Jobindex

**Jan Peter Larsen**

Udviklingsdirektør, Bankernes EDB Central (BEC)

**Jan Sirich**

Selvstændig

**Lars Frelle-Petersen**

Afdelingschef, Finansministeriet

**Adam Lebech**

Vicedirektør, Digitaliseringssstyrelsen

**Birgitte Hass**

Direktør, IT-Branchen

**Pernille Geneser**

CIO, Bestseller

**Lars Green Lauridsen**

Senior Vice President, COWI

**Henrik T. Krøyer**

Development Director, Danske Bank Group IT

**BACHELOR I SOFTWAREUDVIKLING (SWU)/BACHELOR I DATAVIDENSKAB (DS)  
/CAND.IT., SOFTWAREUDVIKLING (SDT):****Karsten Staneck Pedersen (formand)**

Director, KSP Consulting

**Casper Hovard**

Senior Engagement Manager, KSP Nordic

**Lars Nørgaard**

Vice President, Microsoft Customer Innovations &amp; Transformation, NNIT

**Michael Nielsen**

Selvstændig

**Jesper Hollisch Poulsen**

Development Manager, Rational Tools &amp; Engineering Processes, Danske Bank

**Niels Hallenberg**

Vice President, Technical Foundation, SimCorp

**Jacob Strange**

Direktør &amp; Partner, Nine A/S

**Morten Zohnesen**

Managing Architect, Netcompany

**Anders Hal Werner**

Vice President Engineering, Actimo

**Christian Bjerre Nielsen**

Chief Product Officer, uQualio ApS

**Thomas Hartmann**

Head of Enterprise Architecture, ATP

**Henrik Hasselbalch**

Executive Partner &amp; Country Manager, IBM

**Bodil Biering**Head of Development,  
Blackwood Seven**Kaare Brandt Petersen**Management Consulting,  
Implement Consulting Group**Søren Ilsøe**

Senior Vice President, SKAT

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

**Laust Jørgensen (formand)**

Afdelingsleder, Peytz & Co.

**Louise Sofie Kehler**

Teamleder, Digitalisering og IT-drift,  
og Digitaliseringschef, Administrativt  
Ressourcecenter, Børn, Københavns Kommune

**Brian Groth**

Head of TV2 Grafik

**Martin Sønderlev Christensen**

Partner, Reload A/S

**Nanna Engberg**

Seniorkonsulent, Think! Digital

**Andreas Petterson**

Partner, eCapacity

**Louise Wiktoria Klinker**

Head of Strategy & UX, 1508

**Carsten Ingerslev**

Kontorchef, Erhvervsstyrelsen

**Martine Pråme Malmquist**

Managing Partner, Attention CPH

**Kristoffer Åberg**

Founder and Chief Designer Officer, Fictional  
Technologies

**Britt Riefbjerg**

Head of Digital Trading & Advisory, Nordea

**CAND.IT., GAMES:**

**Karsten Lund (formand)**

Creative Director, LEGO Digital Games

**Aksel Køie**

Digital Producer & Entrepreneur, Step in Books

**Thomas Howalt**

Underviser, Dadiu

**Asbjørn Malte Søndergaard**

CEO & Founder, Tactile Entertainment ApS

**Na'Tosha Bard**

Technical Director, Unity Technologies

**Dajana Dimovska**

Co CEO & Bizdev, NapNok Games

**Gry Bauer**

Digital Business Developer, SKAT

**Sandra Mondahl**

Rekrutter, Massive Entertainment

**Nikola Nielsen**

HR Manager, IO interactive

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

**Kirsten Nielsen (formand)**

Talent Pipeline Management-Programme  
Manager, Nordea Markets, Nordea

**Jari Friis Jørgensen**

Owner, Symmetric

**Tanja Danner**

Head of Regulatory Affairs Services, NNIT

**Simon Killerich Vedel**

Digital Product Manager, A. P. Møller-Mærsk

**Steffen Rasmussen**

Department Manager, FDC

**Zain Syed**

Tidligere IBM

**Martin Eberhard**

Direktør for markedsudvikling, Rambøll  
Management

**Nicolai Meelby**

Underdirektør, eBusiness, Topdanmark

**Malte Harrishøj Larsen**

Teamchef, Københavns Kommune

**Birger Hauge**

Direktør Public Affairs & Vidensudvikling, Zibra

**Janus Sandsgaard**

Fagchef, IT og Digitalisering, Dansk Erhverv

**Nina Husfeldt Clasen**

Kontorchef, Digitaliseringsstyrelsen

**Pernille Madsen**

Centerchef, Borgerservice,  
IT & Digitalisering, Helsingør Kommune

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

**Ghita Thiesen (formand)**

Kontorchef, KL

**Erik Møberg**

Direktor, Rambøll Management Consulting

**Stig Lundbech**

Direktør, KoncernIT, Københavns Kommune

**Lars Hagerup**

Manager, Health & Public Service, Accenture

**Philip Heller-Christensen**

Udviklingschef, Dansk IT

**Lars R. Andersen**

Vice President, NNIT

# APPENDIKS 3

## IT-UNIVERSITETET I KØBENHAVNS INDKØB

IT-Universitetet i København har en central indkøbsfunktion, Centralt Indkøb, som er organiseret i afdelingen for Facilities Management med reference til universitetsdirektøren.

IT-Universitetet i København har formuleret en indkøbs- og udbudspolitik, som har til formål at sikre, at der indkøbes bedst og billigst i forskellige indkøbssituationer. Indkøbs- og udbudspolitikken er beskrevet og publiceret på IT-Universitetet i Københavns intranet og er tilgængelig for organisationen i de tilfælde, hvor decentralt indkøb benyttes, så disse også kan foretages ud fra gældende regler og politikker.

Centralt Indkøb samarbejder med en partner ved alle udbudsprocesser. Denne partner benytter Mercell.com til at håndtere alle udbud. Udbud journaliseres ved afslutning.

Centralt Indkøb foretager også andre indkøb og varetager kontraktindgåelser, som ikke er udbudspligtige. Disse journaliseres ligeledes. Opfølgning og kontrol af indgåede kontrakter foretages i henhold til de pågældende kontrakters konditioner.



# ANNUAL REPORT 2017

IT UNIVERSITY OF COPENHAGEN



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# MANAGEMENT STATEMENTS AND INDEPENDENT AUDITORS REPORT



# UNIVERSITY DETAILS

<b>Organisation</b>	IT University of Copenhagen Rued Langgaards Vej 7 DK-2300 Copenhagen S
<b>Telephone</b>	+45 72 18 50 00
<b>E-mail</b>	itu@itu.dk
<b>Website</b>	www.itu.dk
<b>CVR-no.</b>	29 05 77 53
<b>Registered office</b>	Copenhagen

## BOARD OF DIRECTORS

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

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

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

**Lars Mathiesen**  
Director, Frost Management, born 1956.  
Associated Director, Deloitte.  
Member of the Board of Directors of Signat A/S.  
Member of the National IT Project Council and the IT Project Council of the Municipality of Copenhagen.

**David Basin**  
Dr., Professor, ETZ Zürich, born 1961.

**Irina Shklovski**  
Associate Professor, IT University of Copenhagen, born 1977.

**Susan Skriver Gandrup**  
Academic Advisor, IT University of Copenhagen, born 1983.  
*Joined the Board of Directors on 1 January 2018.*

**Emma Arfelt Kock**  
Master of Science Student, IT University of Copenhagen, born 1994.

**Liam Phan Asmussen**  
Bachelor Student, IT University of Copenhagen, born 1997.  
*Joined the Board of Directors on 1 January 2018.*

**EXECUTIVE  
MANAGEMENT**

Mads Tofte  
Vice Chancellor

Jens Christian Godskesen  
Pro-rector

Georg Dam Steffensen  
University Director

**AUDITOR**

Rigsrevisionen  
(The Danish National Audit Office)  
Landgreven 4  
DK-1301 København K

**INSTITUTIONAL AUDITOR**

Ernst & Young  
Godkendt Revisionspartnerselskab  
Osvald Helmuths Vej 4  
P O Box 250  
DK-2000 Frederiksberg

**ATTORNEYS**

Advokatpartnerselskabet  
Kirk Larsen & Ascanius  
Esbjerg Brygge 28  
DK-6700 Esbjerg

Kammeradvokaten  
Advokatfirmaet Poul Schmith  
Vester Farimagsgade 23  
DK-1006 København V

KG LAW IVS  
Bredesvinget 16  
DK-2830 Virum

Njord Advokatpartnerselskab  
Pilestræde 58  
DK-1112 København K

**BANK**

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

# STATEMENT BY THE BOARD OF DIRECTORS AND THE EXECUTIVE MANAGEMENT

Today the Board of Directors and the Executive Management have discussed and approved the Annual Report of the IT University of Copenhagen.

The Annual Report has been prepared in accordance with Executive Order no.1648 of 15 December 2016 on Grants and Auditing etc. of Universities.

## It is hereby stated that:

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

Copenhagen, 12 April 2018

## THE EXECUTIVE MANAGEMENT OF THE IT UNIVERSITY OF COPENHAGEN

Mads Tofte  
Vice Chancellor

Jens Christian Godskesen  
Pro-rector

Georg Dam Steffensen  
University Director

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

Maria Rørbye Rønn  
Chairman, External member

Annette Stausholm  
External member

Jørgen Lindegaard  
External member

Lars Mathiesen  
External member

David Basin  
External member

Irina Shklovski  
Staff-elected member

Susan Skriver Gandrup  
Staff-elected member

Emma Arfelt Kock  
Student-elected member

Liam Phan Asmussen  
Student-elected member

# INDEPENDENT AUDITORS' REPORT

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

### **Conclusion**

We have audited the financial statements of the IT University of Copenhagen for the financial year 1 January – 31 December 2017, which comprise income statement, balance sheet, cash flow statement and notes, including supplementary information. The financial statements are prepared in accordance with the Danish State's accounting rules and Executive Order no. 1648 of 15 December 2016 on Grants and Auditing etc. of Universities (the Danish State's accounting rules).

In our opinion, the financial statements are, in all material respects, correct, i.e. prepared in accordance with the Danish State's accounting rules.

### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (ISAs) and additional requirements applicable in Denmark as well as generally accepted public auditing standards as the audit was performed on the basis of the provisions in the Danish State's accounting rules. Our responsibilities under those standards and requirements are further described in the "Auditor's responsibilities for the audit of the financial statements" section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Independence**

We are independent of the University in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) and additional requirements applicable

in Denmark, and we have fulfilled our other ethical responsibilities in accordance with these rules and requirements.

### **Management's responsibilities for the financial statements**

Management is responsible for the preparation of financial statements that are, in all material respects, correct, i.e. prepared in accordance with the Danish State's accounting rules, and for such internal control as Management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, Management is responsible for assessing the University's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting in preparing the financial statements unless Management either intends to liquidate the University or to cease operations, or has no realistic alternative but to do so.

### **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance as to whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with International Standards on Auditing and additional requirements applicable in

Denmark as well as generally accepted public auditing standards, in accordance with the Danish State's accounting rules, will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit conducted in accordance with International Standards on Auditing and additional requirements applicable in Denmark as well as generally accepted public auditing standards, in accordance with the Danish State's accounting rules, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risk of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or override of internal control
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the University's internal control

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management
- Conclude on the appropriateness of Management's use of the going concern basis of accounting in preparing the financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the University's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the University to cease to continue as a going concern.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

**Statement on the Management's review, performance reporting regarding the development contract and financial highlights**

Management is responsible for the Management's review (pp. 9-19), performance reporting regarding the development contract (pp. 39-43) and financial highlights (pp. 35-36), in the following referred to as other reports.

Our opinion on the financial statements does not cover the other reports, and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other reports and, in doing so, consider whether the other reports are materially inconsistent with the financial statements or our knowledge obtained during the audit, or otherwise appear to be materially misstated.

Moreover, it is our responsibility to consider whether the Management's review provides the information required under the Danish State's accounting rules.

Based on the work we have performed, we conclude that the other reports are in accordance with the financial statements and the requirements of Danish State's accounting rules. We did not identify any material misstatement of the other reports.

**Report on other legal and regulatory requirements*****Statement on compliance audit and performance audit***

Management is responsible for ensuring that the transactions included in the financial reporting comply with appropriations granted, legislation and other regulations and with agreements entered into and usual practice; and that due financial consideration has been taken of the management of funds and operations covered by the financial statements. Consequently, Management is responsible for establishing systems and procedures supporting economy, productivity and efficiency.

In performing our audit of the financial statements, it is our responsibility in accordance with generally accepted public auditing standards to select relevant items for both compliance audit and performance audit purposes. When conducting a compliance audit, we test the selected items to obtain reasonable assurance as to whether the transactions covered by the financial reporting comply with the relevant provisions of appropriations, legislation and other regulations as well as agreements entered into and usual practice. When conducting a performance audit, we perform assessments to obtain reasonable assurance as to whether the tested systems, processes or transactions support due financial considerations in relation

to the management of funds and operations of the entities covered by the financial statements.

We must report on any grounds for significant critical comments should we find such in performing our work.

We have no significant critical comments to report in this connection.

Copenhagen, 12 April 2018  
ERNST & YOUNG  
Godkendt Revisionspartnerselskab  
CVR no. 30 70 02 28

Peter Gath  
State Authorised  
Public Accountant  
MNE no.: mne19718

Morten Weinreich Larsen  
State Authorised  
Public Accountant  
MNE no.: mne42791



# OPERATING REVIEW



## PRESENTATION

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

## MISSION

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

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

## VISION

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

# STRATEGY

The main focus of the strategy for 2017-2021 is to increase, as much as possible, the number of people in Denmark creating value with IT in ways that meet the standards of leading-edge IT research.

**In concrete terms the IT University of Copenhagen works with the following areas of action:**

1. Increasing the number of highly educated IT professionals
2. Increasing the number of female IT professionals
3. Increasing quality and relevance of all study programmes
4. Increasing IT research within areas of major societal importance, specifically:
  - a. Digitalisation
  - b. Information Security
  - c. Data Science
5. Strengthening the IT subjects in primary and secondary education.

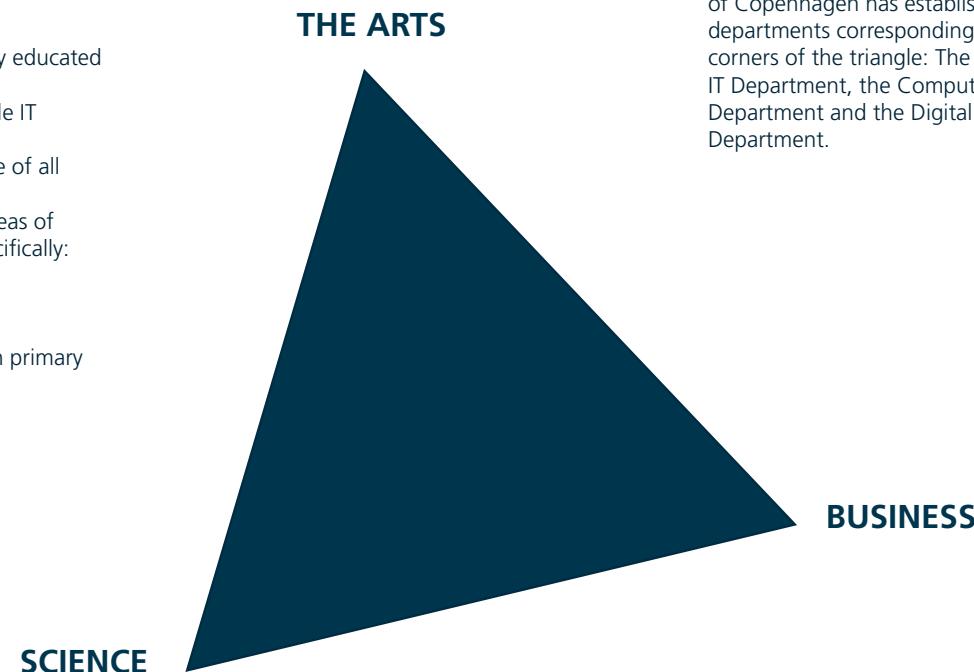
## Profile of the IT University of Copenhagen

The essence of information technology is the creation, sharing and handling of mental concepts by means of digital technology.

Thus, it is the mental concepts of humans, or the intellect, which constitute the core of information technology. Some of these concepts are based in natural sciences and technology, some in the arts and some in the use of IT by the business community. This diversity of specialisation is expressed in the triangle of the IT University of Copenhagen:

This view is decisive for the ability of the IT University of Copenhagen to attract a large number of researchers and students to this area. As a university dedicated to IT, the IT University of Copenhagen has the special advantage of being able to gather these very different approaches to IT in one organisation with common targets and strategy. The newly formulated vision adds that the three different perspectives all must contribute to create and share knowledge that is profound and leads to ground-breaking information technology and services for the benefit of humanity.

As a new initiative, the IT University of Copenhagen has established three departments corresponding to the three corners of the triangle: The Business IT Department, the Computer Science Department and the Digital Design Department.



## Work on the quality and relevance of the study programmes

In 2016, the IT University of Copenhagen achieved a positive institutional accreditation. The positive institutional accreditation is valid until 2022.

With the institutional accreditation, the IT University of Copenhagen has systematised its quality assurance work considerably. The IT University of Copenhagen's quality policy sets quality standards and describes processes to discover and handle any breach of these quality standards.

As part of the quality assurance work, the IT University of Copenhagen has established stricter admission requirements for the MSc study programmes in order to address the issues of diversity and progression. The changes will be effective from the fall 2018.

The work on relevance is carried out in cooperation with the university's five Programme-Specific Employers' Panels and an overlying Executive-Level Employer's Panel. All employers' panels have met at least twice in 2017 and have submitted reports to the university offering assessments and recommendations. This work has among other things been central in a revision of the BSc study programme in Digital Media and Design (DMD) and the MSc study programme in Digital Design and Communication (DDK). Both study programmes have been redesigned and approved in 2017 and will be rolled out in 2018 by the names BSc in Digital Design and Interactive Technologies and MSc in Digital Design and Interactive Technologies.

# WORK OF THE BOARD OF DIRECTORS

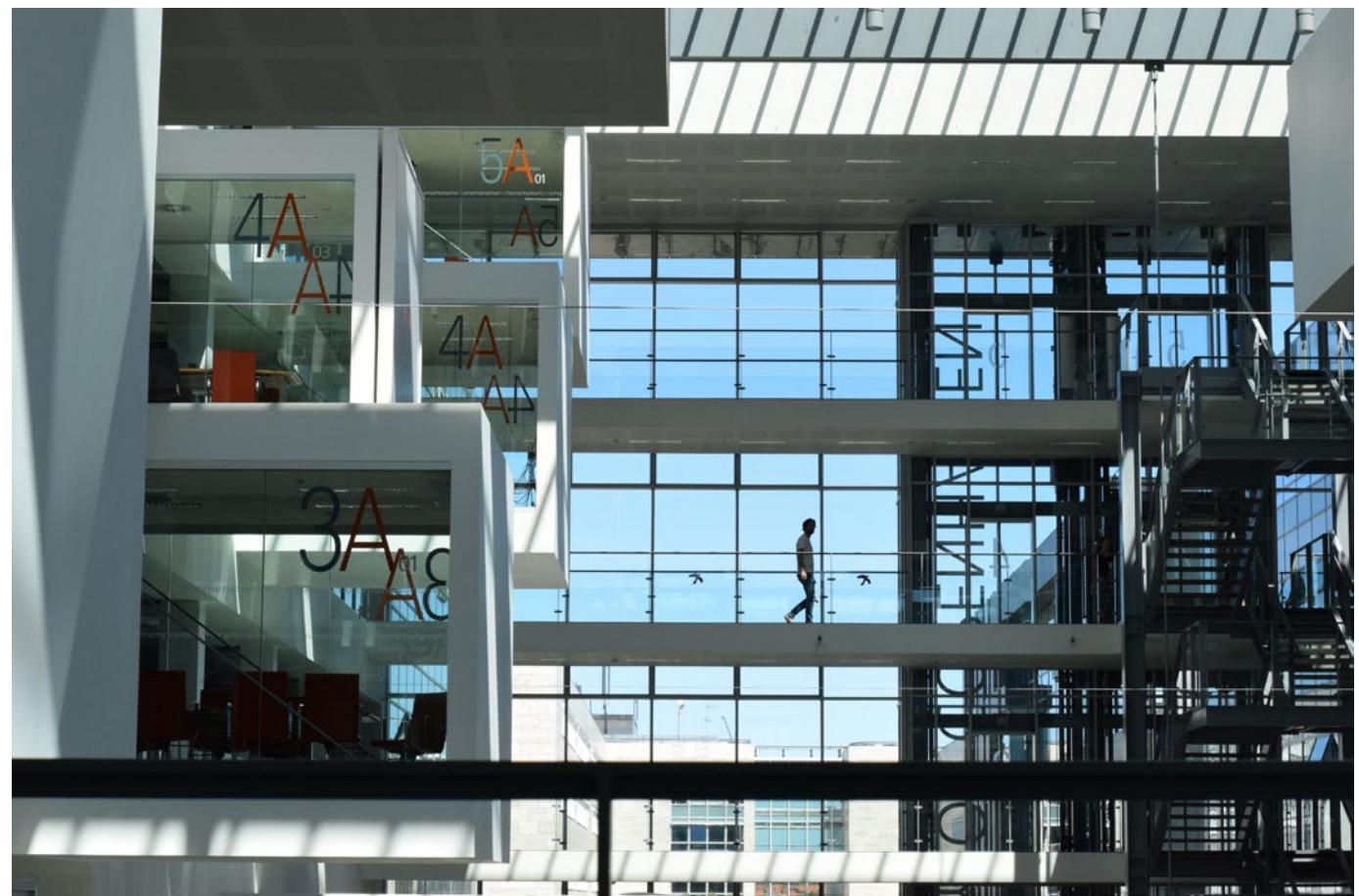
At the beginning of 2017, the Board of Directors consisted of Maria Rørbye Rønn (Chairman), Jørgen Lindgaard, Annette Stausholm, David Basin, Lars Mathiesen, Martin Kangas Christensen, Irina Shklovski, Emma Arfelt Kock and Stig Killendahl.

In 2017, Susan Skriver Gandrup was elected new member of the board for the technical and administrative staff (replacing Martin Kangas Christensen), and Liam Phan Asmussen was elected new student-elected board member (replacing Stig Killendahl).

The Board of Directors adopted the overall strategy for the period 2017-2021 in 2016, and, in 2017, decided to focus on the five key areas described at page 11.

The Board of Directors has among other things allowed the Executive Management to invest part of the university's equity in temporarily maintaining the increase of admitted students to the BSc study programme in Software Development, and in admitting students to the new BSc study programme in Data Science, which started in the fall 2017. At the same time, the Board of Directors emphasizes that there should be no continuing operating deficit

The Board of Directors of the IT University of Copenhagen also focuses on the gender balance among employees and students. In 2017, targets have been set for the number of female students on the BSc study programme in Software Development and on the BSc study programme in Data Science.



# DEVELOPMENT CONTRACT

2017 will conclude the Development Contract for the years 2015-2017. The overall themes of the Development Contract are:

- Improved quality in education
- More relevance and increased transparency
- Improved coherence and cooperation
- Strengthened internationalisation
- Increased regional knowledge cooperation
- More externally funded research
- More PhD students
- More scientific publications.

The first five themes were announced by the Minister for Higher Education and Science, while the last three themes were based on the 2012-2016 Strategy of the IT University of Copenhagen. Within the eight themes, 12 target performance measures were agreed with the Minister for Higher Education and Science. The target performance in 2017 is presented in the section [Targets Achievement](#) on page 37.



# FINANCIAL RESULTS FOR THE YEAR

The financial results for the year are provided in table 1. The table shows a negative result of DKK 2.1 million, which is better than the budgeted loss of DKK 10.0 million.

The negative result for the year before financial income and expenses of DKK 5.4 million is significantly less than last year's positive result before financial income and expenses of DKK 6.4 million. The results of 2016 and 2017 cannot be directly compared with the result of 2015, which included a special one time income of DKK 18.9 million for reimbursement of rent.

The difference between the budgeted and the realised income of DKK 261.8 and DKK 276.0 million, respectively, came out at DKK 14.2 million.

Government grants and tuition fees for the IT University of Copenhagen were DKK 13.3 million higher than budgeted. Even though the government grants per full-time student equivalent are decreasing, the Progress Reform has led to an increase in study activity in 2017. The earning of student full-time equivalents has increased for the MSc study programmes, as has the bonus for students graduating on time, equalling DKK 8.6 million in additional allocation of grants.

As expected, the number of master's and diploma students has decreased. In contrast, the increase in single-subject students has a

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

	Realised 2015	Realised 2016	Realised 2017	Budget 2017	Budget 2018
Income	281.5	263.2	276.0	261.8	296.3
Personnel expenses	156.3	160.4	177.7	172.5	199.3
Ordinary operating costs	106.4	96.5	103.7	100.6	109.8
Profit before financials	18.7	6.4	-5.4	-11.3	-12.9
Financials	1.8	2.8	3.3	1.4	0.9
Profit/loss for the year	20.6	9.2	-2.1	-10.0	-12.0
Equity at 31 December	69.1	78.3	76.2	68.3	64.2

*Equity at 31 December for budget 2017 and 2018 is adjusted based on the realised result.*

positive impact on the number of full-time student equivalents obtained by part-time students. In total, tuition fees and part-time education government grants exceed the budget with DKK 2.6 million.

Finally, the IT University of Copenhagen has received a supplementary governmental grant for basic research within the software area of DKK 6.0 million in December 2017. The supplementary grant is recognized in the balance as prepaid grant to reflect that the university will use the grant over the coming years as part of the university's strategy for the period 2017-2021. DKK 1.2 million of the prepaid grant is recognized as income in 2017.

While the consumption of external research funding has developed as expected, the IT University of Copenhagen has succeeded

in attracting several other kinds of external funding in 2017. They include a collaboration on entrepreneurship and an expansion of ITU Professional Courses, which contributes to an income of DKK 2.1 more than budgeted.

Personnel expenses increased in 2017 by DKK 5.2 million more than budgeted, a total increase of DKK 17.3 million from 2016 to 2017. The difference is caused by the employment of more employees for externally funded projects, exceeding DKK 1.8 million more than estimated at the beginning of the year. An additional DKK 1.2 million increase in employment was funded by the Executive Management Pool. The holiday pay obligation was upwards adjusted from DKK 19.9 to 23.0 million, which is DKK 2.1 million more than budgeted.

Ordinary operating costs were DKK 3.1 million above the budget, mainly due to the increase in externally financed activities.

Finally, the securities holding of the IT University of Copenhagen contributed positively to the result for the year with a net return of 2.9 per cent, which is DKK 1.9 million more than expected by the university's capital manager.

As at 31 December 2017, cash and cash equivalents totalled DKK 35.0 million against DKK 53.4 million the year before. In the beginning of 2017, the IT University of Copenhagen transferred prepaid EU fundings for DKK 20.8 million to project partners.

# ACADEMIC PERFORMANCE FOR THE YEAR

## RESEARCH

Research at the IT University of Copenhagen received considerable attention in 2017 among others through appearances in the media and participation in debates, establishment of research centres, and the fact that the IT University was number one among the eight universities in Denmark to make research publications available to the public. The greatest disappointment was that the external research funding did not increase as planned, cf. the target in the Development Contract. The following provides a brief status on the IT University of Copenhagen's research in 2017.

### Strengthening the reputation

A number of researchers have received awards and acknowledgements for their research. The "Higher Education Video Game Alliance (HEVGA)" has appointed Professor Espen Aarseth as "Fellow". HEVGA recognizes senior researchers who have contributed substantially to the field of computer games research. Professor Rasmus Pagh and Professor Espen Aarseth were celebrated at the ten-year anniversary event for "European Research Council (ERC)" in Copenhagen. Both researchers have received prestigious grants from ERC. Professor Roman Beck will represent Denmark in ISO (International Organization for Standardization) when designing the future international blockchain standards in the work group "Governance of blockchain and distributed ledger technology systems".

In 2017, the IT University of Copenhagen hired two professors. Minna Isomursu was attached as a professor in the field of service design, and Espen Aarseth was attached as

a professor in the field of computer games. The IT University of Copenhagen appointed former Provost, Jørgen Staunstrup, as Affiliate Professor attached to the Computer Science Department.

Many research results were published in news media in 2017 such as contributions on how the American voting machines can easily be hacked as well as contributions on security flaws in the Mobile Commuter Card (mobilpendlerkortet) in Denmark. Further, we have seen contributions on the potential for big data and digitalised legislation to improve public case handling. Other contributions have dealt with the extent to which robots are a threat contributing to the disappearance of jobs functions and robots constructing other robots. A final example is debate on how digitalisation affects the Danes as citizens, and a book on the digital citizen as a fundamental new political figure in the Danish welfare state.

Denmark has an indicator for Open Access publishing of research results. When releasing the indicators in 2017, the IT University of Copenhagen was a clear number one among all Danish universities with 83 per cent of its publications registered Open Access publications. The runner-up Danish university could boast 46 per cent of its publications registered Open Access publications.

Among others to strengthen research, the IT University of Copenhagen established three new departments instead of one at the beginning of 2017: The Computer Science Department, the Business IT Department and the Digital Design Department.

### Increasing external research funding

The IT University of Copenhagen received a number of fundings in 2017. Some of the fundings that were realised in 2017, or will be realised in 2018, are described below.

Together with colleagues Associate Professor Søren Debois, Associate Professor Lars Rune Christensen and Associate Professor Marisa Cohn, Associate Professor and Project Manager Thomas Hildebrandt received a grant totalling DKK 16.3 million for the 'EcoKnow' project from the Danish Innovation Fund. The project partners are the University of Copenhagen, The Technical University of Denmark, KMD, Exformatics A/S, Maps Società per Azioni (Italy), Globeteam A/S, Kammeradvokaten, the Municipality of Syddjurs and the Municipality of Copenhagen. The project will develop digital solutions enabling law changes to be integrated continuously in the IT systems used by the municipalities, and enabling caseworkers to take advantage of the large quantity of data available from previous case processing.

Together with Professor Mikkel Thorup and other researchers from the University of Copenhagen, Professor Rasmus Pagh and Associate Professor Thore Husfeldt received funding to a center from Villum Fonden totalling DKK 40 million of which 12.3 million is dedicated to the IT University of Copenhagen. The center is named Basic Algorithms Research Copenhagen (BARC), and is headed by Mikkel Thorup. The center conducts basic research within algorithms, and aims to be world leader within its field.

Professor and Head of Department, Peter Sestoft together with the University of

Copenhagen and Edlund A/S received from Innovation Fund Denmark a grant totalling DKK 9 million of which DKK 2.9 million is granted to the IT University of Copenhagen for the project "Probabli". The research project is going to develop a complex calculation platform for the Danish institutions for retirement provision with calculative power from graphical processors which is normally used in game computers.

Associate Professor Vasilis Galis together with researchers from Aalborg University and the University of Copenhagen received a grant totalling DKK 6 million from Velux Fonden, of which 2.3 million is dedicated to the IT University of Copenhagen, for the project "Diginauts". The research project will explore how refugees use mobile phones and other digital devices to navigate geographically, socially and politically when travelling through Europe.

Together with the Danish Agency for Digitisation, the IT University of Copenhagen will establish a research centre that must provide knowledge about the development and operation of public IT systems. The research center is part of the government's new IT strategy and is expected to be established during 2018. To run the centre, the IT University of Copenhagen will be granted DKK 2 million annually for four years.

In 2017, "Forskerforum" graded the IT University of Copenhagen as the number one university in Denmark to attract research fundings from the EU programme Horizon 2020 in the period 2014 to 2016 compared to size measured in number of research faculty full-time equivalents (FTE).

2017 was another year with challenges in terms of achieving the target on consumption of external research funding per senior faculty full-time equivalent (FTE) (associate professors and professors). The target in the Development Contract is to consume DKK 1,000,000 per senior faculty full-time equivalent in 2017. However, consumption was only DKK 407,000 per senior faculty full-time equivalent (FTE), corresponding to a target achievement of 41 per cent.

One of the reasons for not achieving this target is that some of the major external research grants expired in 2016 and the university has not been able to attract new, larger research grants in time to start up in 2017. Furthermore, the target must now be considered too ambitious. When the target was set in 2013, it was an expression of the at that time expected average consumption per senior faculty full time equivalent (FTE) for the Danish university sector as a whole. But since then, public funds have been reduced remarkably, and furthermore the competition for external research funds has been intensified considerably for both Danish public and private funds and for Horizon 2020.

The extent to which the target has been achieved differs across departments at the IT University of Copenhagen, but none achieve the target of attracting DKK 1.0 million per senior faculty full-time equivalent (FTE). The department closest to meeting the target is the Computer Science Department and it is the only department at the IT University of Copenhagen with growth measured in research faculty full-time equivalents (FTE).

Due to an increase in external research fundings in 2017, the average consumption of external research fundings per senior faculty full-time equivalent (FTE) is expected to increase in the years to come.

#### **Contributing valuable research**

The blockchain technology will revolutionise IT systems worldwide, but it will also be a challenge in many ways. The IT University of Copenhagen has with Professor Romas Beck as head therefore established the "European Blockchain Center", which must ensure that Denmark is one of the leading actors within blockchain technology. Denmark has the potential to become a pioneer within development and implementation of blockchain based IT systems. The research centre should be the national centre for education and research in blockchain technologies, contributing to Denmark becoming internationally leading within the field

Associate Professor Morten Hjelholt and PhD Student Jannick Schou Hansen have written the book "The Digital Citizen" which focuses on the digital citizen as a basic new, political figure in the Danish welfare state. Digitalisation embraces almost everything and everybody in the Danish welfare state and for the majority of Danish citizens, everyday life has become more and more digitalised during the last twenty years. But what does it mean to be a digital citizen? And how is it possible to observe and study this new figure? The book tries to answer some of these questions.

Together with American colleagues from Massachusetts Institute of Technology,

Columbia University, and Cornell University, Associate Professor Sebastian Risi has developed a robot printer, which is capable of producing simple but functional robots able to solve different tasks. Within a few minutes, a newly developed robot printer is able to transform an aluminium string with small engines into a functional robot, which can be straightened out and reused for other purposes afterwards. The invention may be used in space or in a disaster situation. Building a robot is time-consuming and when the robot is finally operational, it usually only serves one purpose. This is inconvenient in situations where time is a scarce resource, and tasks are not known in advance.

Together with researchers from the University of Liechtenstein, Associate Professor Oliver Müller has designed an algorithm, calculating the value of football players in the largest European leagues by means of objective data ranging from number of goals to number of red cards. In the future, big data may be the way to assess a football player's value.

In her research article "Free Rides in Denmark: Lessons from Improperly Generated Mobile Transport Ticket", Postdoc Rosario Giustolisi revealed how commuters were able to travel in eight traffic zones with a two-zone subscription ticket by exploiting safety flaws in the control of "Din offentlige transport – DOT's Mobile Commuter Card". The article was awarded best article at the "Nordic Conference on Secure IT Systems" (NordSec) in 2017.

The number of bibliometric points, BFI, which are calculated by the Danish Agency

for Science and Higher Education at almost one year delay, has increased. For 2016, a total of 236 points were calculated against 202 the year before, see table 2. In 2016, 87.41 research faculty full-time equivalents were reported to the Statistics of Universities Denmark. This means that the number of bibliometric points in 2016 divided by the number of research faculty full-time equivalents in 2016 totals 2.70, which is thus higher than the forecast of 1.96, which is the target in the Development Contract. In terms of peer-reviewed publications, the situation is status quo with 231 peer-reviewed publications in 2016 and 230 in 2017.

Cooperation projects with the business sector increased from 16 in 2016 to 21 in 2017 while the financial cooperation with the business sector increased from approximately DKK 5.4 million in 2016 to approximately DKK 5.8 million in 2017. One patent application was submitted in 2017, which is less than in 2016 where four patent applications were submitted. The IT University of Copenhagen had one patent issued in 2017.

#### **Entrepreneurship**

The IT University of Copenhagen is one of four Danish universities participating in a new initiative "Open Entrepreneurship", which is meant to increase innovation in Danish companies by means of research-based knowledge, inventions and patents. The initiative is supported by the Danish Industry Foundation, and the IT University of Copenhagen has received approximately DKK five million to establish a new innovation unity with the purpose of uniting the university's

researchers with Danish industry, thereby increasing innovation in Denmark.

The Danish Industry Foundation has further supported the project "Innovation for Leadership" (I4L) with DKK 1.7 million. The project aims at qualifying today's leaders to be better leaders in the digital economy.

#### **Strengthening the PhD School**

At the beginning of 2017, the IT University of Copenhagen appointed Associate Professor Laura Beloff first female Head of PhD School.

The IT University of Copenhagen admitted 15 new PhD students in 2017, and 11 PhD students graduated the same year. Several of the PhD students have received attention. One of the PhD students at the IT University of Copenhagen, Tobias Lybecker Christiani, was awarded "EliteForsk travel scholarships 2017" by the Danish Agency for Science and Higher Education. The scholarship has a value of DKK 200,000.

The PhD School has intensified the admission of industrial PhD students and PhD students financed by private companies. Five such students were admitted in 2017.

The Head of PhD School has made a considerable effort to strengthen the unity among the university's PhD students during 2017.

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

	2013	2014	2015	2016	2017
Number of admitted PhD students	11	17	14	18	15
Approved PhD theses	22	12	13	15	11
PhD students (full-time equivalents)	42	38	35	32	39
VIP: Assistant professors, associate professors and professors (full-time equivalents)	53	69	72	76	77
Number of publications (peer-reviewed)	267	290	231	231	230
Publication points	190	261	202	236	*

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

## EDUCATION

In 2017, the BSc study programme in Software Development was the most attractive IT BSc programme in Denmark measured by the number of first priority applicants. The IT University of Copenhagen, however, only admitted four more students in 2017 than in 2016. The main reason why the university had to reject so many well-qualified applicants can be ascribed to the fact that it has not been possible to establish a long-term solution for financing the many additional students the IT University of Copenhagen has begun to admit to meet the need for highly skilled IT specialists within software development and data science. On a positive note, the IT University of Copenhagen succeeded in increasing the proportion of female students admitted to the BSc study programme in Software Development from 12 per cent in 2016 to 22 per cent in 2017.

In 2017, the completion time for MSc students decreased compared to previous years. As such, the median of completion time decreased from 2.6 years in 2015 and 2.3 years in 2016 to 2.0 years in 2017. This significant reduction is primarily due to the Progress Reform.

2017 also resulted in a record number of BSc and MSc graduates, cf. table 3. The extraordinarily large number of MSc graduates can be referred back to the Progress Reform. Part of the increase is temporary, as some of the graduates had been enrolled for a relatively long time before finally completing their studies in 2017.

**TABLE 3: Enrolled students, full-time student equivalents, graduates and completion times**

	2013	2014	2015	2016	2017
Applicants for the MSc study programmes	1,269	1,416	1,691	1,881	1,707
Admitted MSc students	472	441	412	479	498
Enrolled MSc students	1,269	1,254	1,133	1,106	1,049
Graduated MSc students	324	368	405	414	470
Completion time, MSc students (years)	2.6	2.6	2.6	2.3	2.0
Applicants for the bachelor study programmes	1,082	1,089	999	1,165	1,715
Admitted bachelor students	208*	239	215	273	333
Enrolled bachelor students	625	661	652	682	762
Graduated bachelor students	136	139	162	169	169
Completion time, bachelor students (years)	2.8	2.8	2.8	2.8	2.8
Number of full-time student equivalents	1,1261	1,244	1,271	1,361	1,357
Admitted master's/diploma students	137	146	121	69	52
Enrolled master's/diploma students	727	815	689	567	493
Number of full-time student equivalents obtained by part-time students	125	111	105	96	75

*Note: Full-time student equivalents are calculated at 31 August. Students and graduates are calculated at 30 September. The completion time, which is 24 months, corresponding to 2.0 years for MSc students, is calculated as the median of the number of commenced study months for graduates who complete their MSc degree in the period 1 October to 30 September. The same method is used for bachelors whose median for number of study months commenced is 33 months.*

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

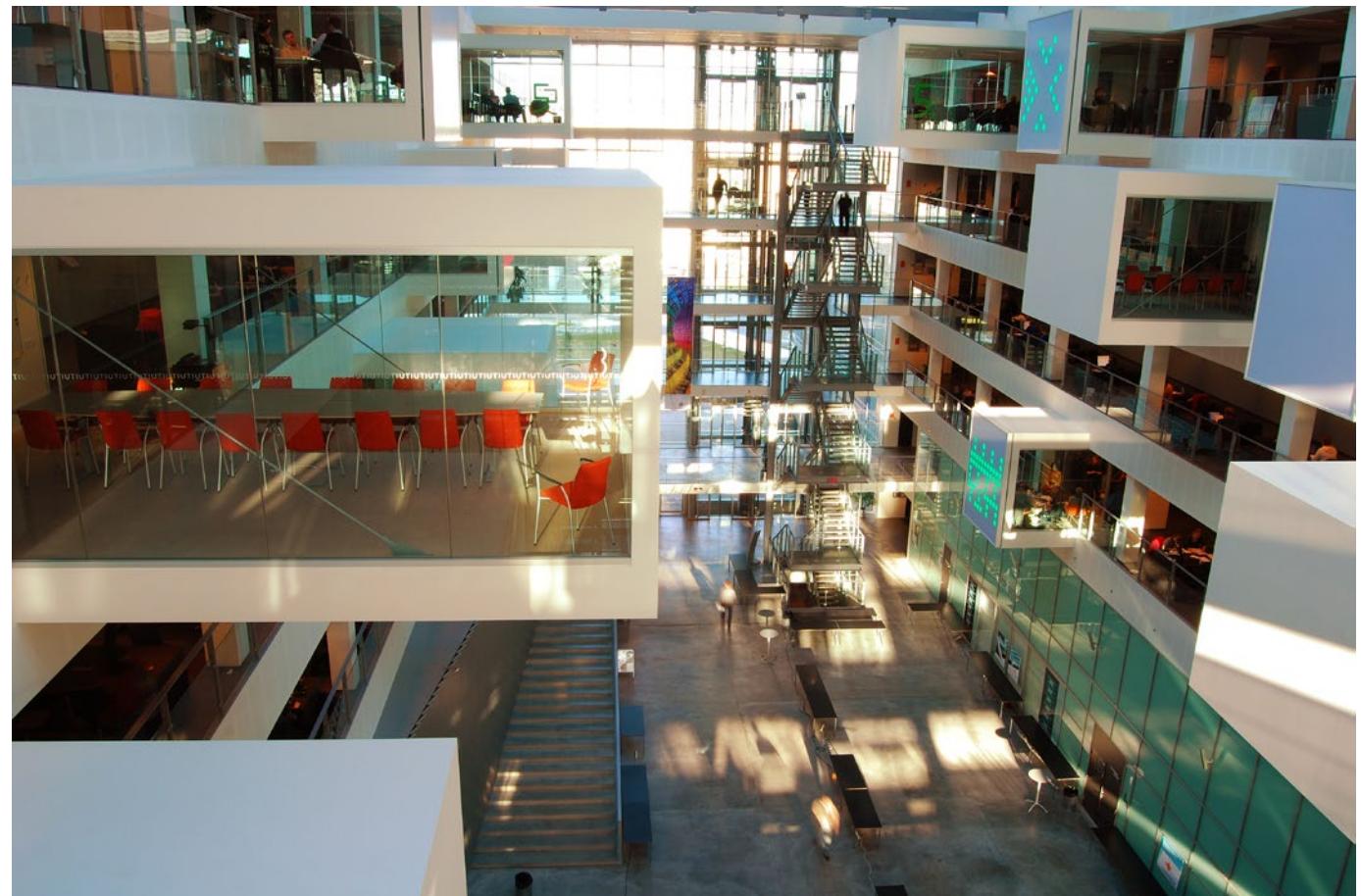
# OUTLOOK FOR THE COMING YEAR

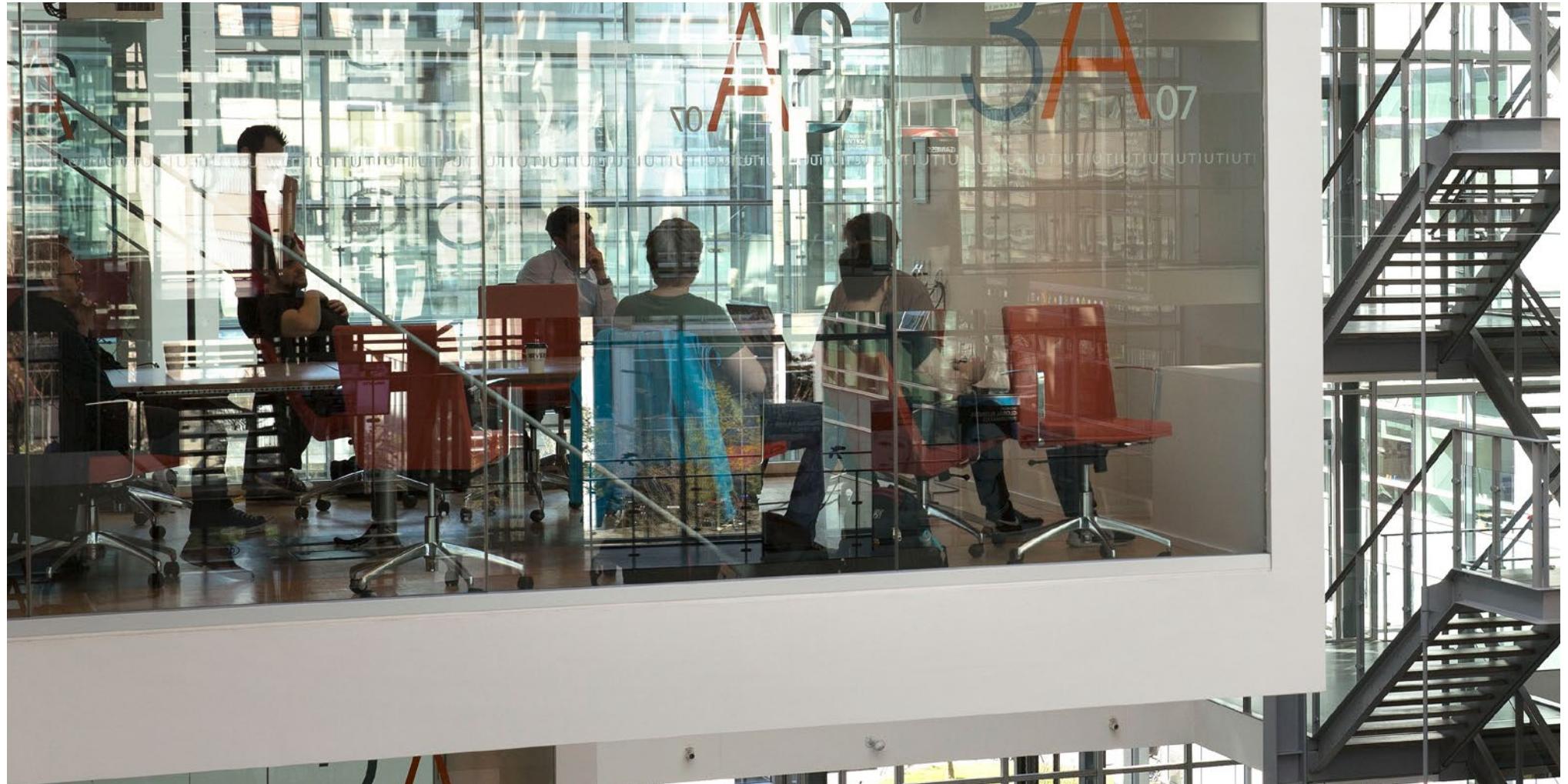
Unless it is politically decided to supply the IT University of Copenhagen with the financing necessary for growth, it will not be possible to maintain the 2017 level of educational activity in the future long term. The Board of Directors have decided to maintain the temporarily increased level of admitted students in 2018 while awaiting the political clarification for 2019 and the following years.

Regarding the study programmes, the IT University of Copenhagen is planning to implement decided changes to the MSc study programme in Digital Design and Communication in order to improve the graduates' employment rates.

Researchers at the IT University of Copenhagen produce a substantial amount of research (measured as bibliometric points) compared to the size of the university. Ensuring that more researchers from the IT University of Copenhagen become heads of externally funded research projects will be one of the focus areas of 2018.

The Board of Directors has approved a budget for 2018 that uses a part of the university's equity in order not to have to remove study places. This means that the budget for 2018 shows a loss of DKK 12.0 million with a related equity forecast as at 31 December 2018 of DKK 64.2 million.





# FINANCIAL STATEMENTS



# APPLIED ACCOUNTING POLICIES

## Basis of accounting

The annual report for the IT University of Copenhagen has been prepared in accordance with Executive Order no. 1048 of 15 December 2016 on Grants and Auditing, etc., of Universities.

The applied accounting policies are consistent with those of previous year.

## Recognition and measurement

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

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

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

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

## Foreign currency translation

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

## Corporation tax and deferred tax

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



## INCOME STATEMENT

### ITEMS OF INCOME

#### General matters

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

#### Government grants

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

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

The IT University of Copenhagen's completion bonus is reduced, if the IT University of Copenhagen does not achieve the target concerning study time reductions, cf. the political agreement on the reform of The Danish students' Grants and Loans Scheme

and the framework for completion time from April 2013. Payments are settled in the following year's grants payments, and the IT University of Copenhagen reduces the current year's income led government grants with the expected amount in case of lack of target achievement.

#### External grants and donations

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

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

#### Financial income

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

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

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

### COSTS

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

## BALANCE SHEET

### Intangible assets

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

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

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

### Property, plant and equipment

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

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

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

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

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

### INVESTMENTS

#### Investments in subsidiaries

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

#### Impairment write-downs

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

#### Securities

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

#### Collections and works of art

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

### Receivables

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

### Externally funded activities in progress

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

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

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

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

### Prepayments and deferred income

Prepayments comprise costs incurred concerning subsequent financial years. Prepaid costs relate to rent, insurance premiums, subscriptions and prepaid wages and salaries, etc. Deferred income comprises payments received concerning income in subsequent years.

### Liabilities

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

### Provisions

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

### Contingent liabilities

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

## CASH FLOW STATEMENT

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

### **Cash flows from operating activities**

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

### **Cash flows from investing activities**

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

### **Cash flows from financing activities**

Cash flows from financing activities comprise cashflow from raising and repayment of long-term debt and securities.

## STAFF ACCOUNTING

The IT University of Copenhagen recognizes all categories of staff in the staff account in accordance with Universities Denmark's definition manual. Remuneration paid staff (external examiners, guest lecturers) are not included in the staff accounting.

## SEGMENT INFORMATION

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

## FINANCIAL HIGHLIGHTS

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

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

From 2017 onwards, the IT University of Copenhagen has fully switched to activity-based budgets and accounts. The registration of full-time equivalents, salaries and operating costs at the level of activity allows for a more accurate cost allocation than has been possible in previous years. This means that a number of centrally funded costs associated with financial - and staff management, which in previous years were recognized as general management and administration, are distributed for professional purposes, as recommended by the Ministry's guidance. No update of comparative figures has been made.

# INCOME STATEMENT 1 JANUARY - 31 DECEMBER

Note	2017 DKK'000	2016 DKK'000
<b>1</b> Government Grants	235,498	225,390
<b>2</b> Tuition fees	8,074	8,972
<b>3</b> External research funding	24,258	22,395
Other income	8,198	6,486
<b>Total income</b>	<b>276,029</b>	<b>263,243</b>
 <b>4</b> Staff costs	177,654	160,434
<b>8</b> Depreciation, amortisation and impairment losses	2,048	2,019
<b>5</b> Other ordinary operating costs	101,679	94,433
<b>Total ordinary operating costs</b>	<b>281,381</b>	<b>256,886</b>
 <b>PROFIT/LOSS FROM ORDINARY ACTIVITIES</b>	<b>-5,352</b>	<b>6,357</b>
 <b>6</b> Financial income	3,321	2,843
<b>7</b> Financial expenses	36	27
<b>Total financial income and expenses</b>	<b>3,285</b>	<b>2,815</b>
 <b>PROFIT/LOSS FOR THE YEAR</b>	<b>-2,066</b>	<b>9,172</b>

## DISTRIBUTION OF PROFIT

	2017 DKK'000	2016 DKK'000
Predisposed to retained earnings	-2,066	9,172
<b>Total distribution of profit</b>	<b>-2,066</b>	<b>9,172</b>

# BALANCE SHEET AT 31 DECEMBER

## ASSETS AT 31 DECEMBER

Note	2017 DKK'000	2016 DKK'000
Software	2,355	3,868
<b>9 Total intangible assets</b>	<b>2,355</b>	<b>3,868</b>
Leasehold improvements	161	204
IT equipment	258	572
Fixtures and fittings, tools and equipment	7	21
<b>9 Total property, plant and equipment</b>	<b>426</b>	<b>796</b>
Investments in subsidiary	5,000	5,000
<b>10 Total investments</b>	<b>5,000</b>	<b>5,000</b>
<b>TOTAL NON-CURRENT ASSETS</b>	<b>7,781</b>	<b>9,665</b>
Trade receivables	4,745	3,281
Receivables from externally funded activities	6,446	6,323
Other receivables	4,449	4,655
Prepayment	2,026	926
<b>Total receivables</b>	<b>17,666</b>	<b>15,185</b>
Securities portfolio	112,256	109,120
Cash and cash equivalents	35,010	53,401
<b>Total cash</b>	<b>147,266</b>	<b>162,521</b>
<b>TOTAL CURRENT ASSETS</b>	<b>164,933</b>	<b>177,706</b>
<b>TOTAL ASSETS</b>	<b>172,713</b>	<b>187,371</b>

## EQUITY AND LIABILITIES AT 31 DECEMBER

Note	2017 DKK'000	2016 DKK'000
Equity at 1 January	78,287	69,115
Retained surplus	-2,066	9,172
<b>11 Total equity and liabilities</b>	<b>76,221</b>	<b>78,287</b>
Provision for re-establishment	2,852	2,818
<b>Total Provisions</b>	<b>2,852</b>	<b>2,818</b>
Trade payables	10,015	9,528
Holiday allowance	22,996	19,854
<b>12 Other payables</b>	<b>10,297</b>	<b>8,624</b>
Prepaid restricted contributions	16,361	34,161
Prepaid government grants	33,350	33,258
Other prepayments	622	840
<b>Total short-term</b>	<b>93,641</b>	<b>106,266</b>
<b>TOTAL EQUITY AND LIABILITIES</b>	<b>172,713</b>	<b>187,371</b>

- 13** Mortgages and collateral
- 14** Contractual obligations
- 15** Contingent liabilities
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# CASH FLOW STATEMENT 1 JANUARY - 31 DECEMBER

Note	2017 DKK'000	2016 DKK'000
<b>Profit/loss for the year</b>	<b>-2,066</b>	<b>9,172</b>
<b>8</b> Depreciation, amortisation and impairment losses	2,048	2,019
Profit and loss by sale of fixed assets	112	0
Changes in provisions	34	20
<b>Reversal of items with no cash flow effect</b>	<b>2,194</b>	<b>2,039</b>
Change in receivables	-2,481	-2,094
Change in current liabilities	-12,625	20,612
<b>Change in working capital</b>	<b>-15,106</b>	<b>18,518</b>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>	<b>-14,978</b>	<b>29,729</b>
<b>9</b> Purchase and sale of intangible assets and property, plant and equipment	-276	-1,145
Purchase and sale of financial fixed assets	0	0
<b>Cash flows from investing activities</b>	<b>-276</b>	<b>-1,145</b>
Purchase and sale of securities	-3,137	-2,123
<b>Cash flow from financing activities</b>	<b>-3,137</b>	<b>-2,123</b>
<b>CHANGES IN CASH AND CASH EQUIVALENTS</b>	<b>-18,391</b>	<b>26,462</b>
Cash and cash equivalents at 1 January	53,401	26,939
<b>CASH AND CASH EQUIVALENTS AT 31 DECEMBER</b>	<b>35,010</b>	<b>53,401</b>

# NOTES TO THE FINANCIAL STATEMENTS

## 1. GOVERNMENT GRANTS

	2017 DKK'000	2016 DKK'000
Full-time education	124,018	124,713
Part-time education	2,648	3,559
Exchange students	277	437
Efficiency improvements	-3,038	-2,994
Free university places and scholarships	2,395	2,014
Completion bonus	15,694	6,515
Research	93,470	89,924
Other purposes	35	1,221
<b>Total government grants</b>	<b>235,498</b>	<b>225,390</b>

## 2. TUITION FEES

	2017 DKK'000	2016 DKK'000
Participants in part-time education	7,282	8,536
Other Tuition fees	792	435
<b>Tuition fees in total</b>	<b>8,074</b>	<b>8,972</b>

## 3. EXTERNAL RESEARCH FUNDING

	2017 DKK'000	2016 DKK'000
Danish public research funding	7,601	11,846
EU research funds	10,989	5,821
Private research funds	5,668	4,729
Other research funds	0	0
<b>Total external research funding</b>	<b>24,258</b>	<b>22,395</b>

## 4. STAFF COSTS

	2017 DKK'000	2016 DKK'000
Wages and salaries	178,723	163,058
Refund of wages and salaries	-2,716	-3,491
Other staff costs	1,646	867
<b>Total staff costs</b>	<b>177,654</b>	<b>160,434</b>

## 5. OTHER ORDINARY OPERATING COSTS

	2017 DKK'000	2016 DKK'000
Rent	36,807	35,083
Other ordinary operating costs	64,872	59,349
<b>Total ordinary operating costs</b>	<b>101,679</b>	<b>94,433</b>

## 6. FINANCIAL INCOME

	2017 DKK'000	2016 DKK'000
Return on securities portfolio	3,321	2,843
Other financial income	0	0
<b>Total financial income</b>	<b>3,321</b>	<b>2,843</b>

## 7. FINANCIAL EXPENSES

	2017 DKK'000	2016 DKK'000
Other financial expences	36	27
<b>Total financial expenses</b>	<b>36</b>	<b>27</b>

## 8. DEPRECIATION AND WRITE DOWNS

	2017 DKK'000	2016 DKK'000
Depreciation and write-downs	2,048	2,019
<b>Total depreciation and write-downs</b>	<b>2,048</b>	<b>2,019</b>

## 9. FIXED ASSET NOTE

	Software	Leasehold improvements	IT equipment	Fixtures and fittings, tools and equipment	Total
	DKK'000	DKK'000	DKK'000	DKK'000	DKK'000
Purchase price at January 1	7,870	430	7,305	701	16,306
Additions during the year	86	0	190	0	276
Disposals during the year	-480	0	-1,383	-88	-1,951
<b>Purchase price at 31 December</b>	<b>7,477</b>	<b>430</b>	<b>6,112</b>	<b>613</b>	<b>14,631</b>
Accumulated depreciations/amortisation and write-down at 1 January	4,002	226	6,734	680	11,642
Depreciation/amortisation and write-downs for the year	1,487	43	504	14	2,048
Reserved depreciation/amortisation for the year	-368	0	-1,383	-88	-1,840
<b>Accumulated depreciations/amortisation and write-down at 31 December</b>	<b>5,122</b>	<b>269</b>	<b>5,854</b>	<b>606</b>	<b>11,850</b>
<b>Carrying amount at 31 December</b>	<b>2,355</b>	<b>161</b>	<b>258</b>	<b>7</b>	<b>2,781</b>

## 10. FINANCIAL FIXED ASSETS

	2017 DKK'000	2016 DKK'000
Equity investments in ITU Business Development A/S	5,000	5,000
<b>Total equity investments in subsidiary</b>	<b>5,000</b>	<b>5,000</b>

Cf. note 19, where the profit/loss for the year and the equity at 31 December 2017 for IT Business Development A/S is presented.

## 11. STATEMENT OF CHANCES IN EQUITY

	2017 DKK'000	2016 DKK'000
Accumulated retained earnings at the beginning of the year	78,287	69,115
Retained earnings for the year	-2,066	9,172
<b>Total equity and liabilities</b>	<b>76,221</b>	<b>78,287</b>

## 12. OTHER PAYABLES

	2017 DKK'000	2016 DKK'000
Performance pay	1,037	1,128
Fixed-term employment	1,319	857
Wages and salaries payable	4,863	3,566
Auditors	132	210
Print payable, students	28	20
VAT payable	245	224
Deposits	956	1,194
Other payables	1,717	1,425
<b>Total other payables</b>	<b>10,297</b>	<b>8,624</b>

## 13. MORTGAGES AND COLLATERAL

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

## 14. CONTRACTUAL OBLIGATIONS

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

## 15. CONTINGENT LIABILITIES

For 19 co-funded PhD students of a total of 52 PhD students ultimo 2017, the IT University of Copenhagen guarantees payment of the students' salaries for the 3-year or 4-year period in which their employment contracts are non-terminable by the university. The liability may become relevant if the payroll costs are not covered by companies or institutions with which education agreements have been concluded.

The IT University of Copenhagen employs one public servant, which means that the university is under obligation to provide redundancy payment for 36 months in case of dismissal. The redundancy payment cannot exceed DKK 2,316 thousand.

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

## 16. STAFF ACCOUNTS

Full-time equivalents	2017	2016	2015	2014
Scientific staff	150	135	135	144
Part-time scientific staff	43	43	44	41
Other full-time equivalents	140	137	131	137
<b>Total</b>	<b>333</b>	<b>315</b>	<b>310</b>	<b>322</b>

Number of employees	2017	2016	2015	2014
Full-time equivalents	333	315	310	322
Number of employees 1 January	797	743	700	675
Accessions	533	512	472	532
Resignations	499	458	429	507
<b>Number of employees 31 December</b>	<b>831</b>	<b>797</b>	<b>743</b>	<b>700</b>

## 17. SEGMENT INFORMATION

	2017 DKK'000	2016 DKK'000
<b>Ordinary activities</b>		
Income	245,655	236,145
Staff costs	-160,883	-145,832
Operating costs	-92,053	-85,217
<b>Profit/loss for the year before financial income and expenses</b>	<b>-7,282</b>	<b>5,096</b>
<b>Commercial activities</b>		
Income	6,311	6,101
Staff costs	-1,255	-1,609
Operating costs	-3,125	-3,231
<b>Profit/loss for the year before financial income and expenses</b>	<b>1,930</b>	<b>1,261</b>
<b>Externally funded research activities</b>		
Income	24,063	21,775
Staff costs	-15,323	-12,870
Operating costs	-8,740	-8,904
<b>Profit/loss for the year before financial income and expenses</b>	<b>0</b>	<b>0</b>
<b>Profit/loss for the year before financial income and expenses</b>	<b>-5,352</b>	<b>6,357</b>

## 18. COMMERCIAL ACTIVITIES

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

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

	2017 DKK'000	2016 DKK'000	2015 DKK'000	2014 DKK'000
Income	6,311	6,101	5,503	3,491
Direct and indirect costs	4,380	4,840	4,026	2,065
<b>Profit/loss for the year</b>	<b>1,930</b>	<b>1,261</b>	<b>1,477</b>	<b>1,426</b>
<b>Accumulated retained earnings at 31 December</b>	<b>14,009</b>	<b>12,079</b>	<b>10,819</b>	<b>9,342</b>

In accounting for the accumulated profit/loss on commercial activities, the institution must build on 2007 as the first earning year, so that there in recent years accumulated result is summed over four years of results. The accumulated result for 2013 must correspondingly include the accumulated result for the period 2007-2014.

## 19. RELATED PARTIES

Related parties	Transactions
<b>Ministry of Higher Education and Science (UFM)</b>	Government grants from UFM amounts to DKK 235,095 thousand in 2017 and DKK 224,557 thousand in 2016.
<b>Danish Ministry of Education (UVM)</b>	Government grants from UVM amounts to DKK 404 thousand in 2017 and DKK 832 thousand in 2016.
<b>Board of Directors</b>	Renumeration to the Board of Directors amounts to DKK 369 thousand in 2017 and DKK 365 thousand in 2016.
<b>Executive Management</b>	Renumeration to the Executive Management amounts to DKK 3,611 thousand in 2017 and DKK 3,110 thousand in 2016.
<b>Student organisation at the IT University of Copenhagen</b>	Contribution paid to stuPIIT amounts to DKK 500 thousand in 2017 and DKK 398 thousand in 2016.
<b>ITU Business Development A/S (ITU BD)</b>	<p>The IT University of Copenhagen has contributed capital of DKK 5,000 thousand to ITU BD i 2014 and owns 100 per cent of the company. The share capital amounts to DKK 1,000 thousand.</p> <p>Profit for the year in ITU BD is DKK -420 thousand and equity at 31 December 2017 amounts to DKK 3,888 thousand.</p> <p>ITU BD has provided services for the IT University of Copenhagen and taken over obligataions regarding patents of DKK 1,233 thousand in 2017 and DKK 914 thousand in 2016.</p> <p>ITU BD has rented premises at the IT University of Copenhagen for DKK 185 thousand in 2017 and DKK 62 thousand in 2016.</p>
<b>Folketingets Finansudvalg (FFU, Danish Parliament's Finance Committee)</b>	The IT University of Copenhagen does not have any construction projects, which require approval from the FFU.

## 20. ADDITIONAL FACTORS

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

- Executive Order No. 1648 of 15 December 2016 on Grants and Auditing etc. of Universities.
- Letter from Danish Agency for Institutions and Educational Grants of 13 December 2017 on the annual report for 2017.
- Letter from Danish Agency for Institutions and Educational Grants of 1 December 2015 on implementation of new government grants rules for research infrastructure.

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

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

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

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

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

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

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

# KEY FINANCIAL FIGURES AND RATIOS

Income (DKK'000)	2017	2016
Education	153,106	146,210
Research	93,470	89,924
External funds	31,027	26,165
Research-based government consultancy	0	0
Other grants	-3,003	-1,773
Other income	4,715	5,531
<b>Total</b>	<b>279,314</b>	<b>266,058</b>

Balance sheet (DKK'000)	2017	2016
Equity	76,221	78,287
Balance sheet total	172,713	187,371

Economic key figures (per cent)	2017	2016
Profit margin	-0.7%	3.5%
Liquidity ration	233,5%	205.7%
Finance degree*	0.0%	0.0%

\*IT University of Copenhagen has no long term debt

Costs (DKK'000)	2017	2016
Education	141,141	120,529
Research	107,285	97,118
Dissemination and knowledge sharing	13,560	7,233
Government consultancy services	0	0
General management, administration and service	13,260	26,852
<b>Total</b>	<b>275,246</b>	<b>251,732</b>

Building	2017	2016
Building m2 in total - net	23,352	23,352

Staff (full-time equivalents)	2017	2016
Scientific staff	150,0	135,2
Part-time scientific staff	43,0	42,6
Other full-time equivalents	140,3	136,6
<b>Total</b>	<b>333,3</b>	<b>314,4</b>

Bachelor and MSc students for the period 1 October - 30 September	2017	2016
Number of admitted bachelor students	333	273
Number of admitted MSc students	498	479
Number of students enrolled at 30 September	1,811	1,788
Number of full-time equivalents (including guest students)	1,357	1,361

Graduated bachelor and MSc students for the period 1 October - 30 September	2017	2016
Number of graduated bachelor students	169	169
Number of graduated MSc students	470	414

<b>Free university places and scholarship</b>	<b>2017</b>	<b>2016</b>
Number of students enrolled in free university places at 30 September	12	12
Number of full-time equivalents in free university places (scheme 3)	11	10
Total amount paid as scholarships (DKK'000)	1,335	1,072
Number of students who have received scholarships	17	17
<b>Part time students in the period 1 October - 30 September</b>	<b>2017</b>	<b>2016</b>
Number of admitted diploma and master's students	52	69
Number of fee-paying part-time students	369	410
Number of full-time students equivalents obtained by part-time students	75	96
Number of graduated diploma and master's students	79	92
<b>Internationalisation for the period 1 September - 31 August</b>	<b>2017</b>	<b>2016</b>
Number of exchange students outbound (including exchange grants)	46	78
Number of exchange students, in bound	28	28
Number of foreing students at 30 September	299	314

<b>Research education</b>	<b>2017</b>	<b>2016</b>
Number of PhD students enrolled at 31 December	52	51
Number of PhD students admitted during the year	15	18
Number of approved PhD theses for the year	11	15
<b>Results for research and communication</b>	<b>2017</b>	<b>2016</b>
Number of research publications	230	231
Number of patent applications	1	4
Number of patents issued	1	2
Number of inventions for which application for registration has been filed	4	3
Number of projects with enterprises	21	16
Number of external projects	71	66
Economic co-operation with business community (DKK'000)	5,788	5,404



# TARGET ACHIEVEMENT



# OVERVIEW OF TARGET ACHIEVEMENT

## FOLLOW-UP ON PERFORMANCE TARGETS IN DEVELOPMENT CONTRACT FOR 2015-2017

Follow-up as at 31 December 2017.

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

- Improved quality in education
- More relevance and increased transparency
- Improved coherence and cooperation
- Strengthened internationalisation
- Increased regional knowledge cooperation
- More externally funded research
- More PhD students
- More scientific publications.

## GENERAL OVERVIEW OF THE TARGET ACHIEVEMENT IN 2017

	Total number of targets	Targets achieved	Targets partly achieved	Targets not achieved	Targets not calculated
Improved quality in education	2	1		1	
More relevance and increased transparency	2	2			
Improved coherence and cooperation	2	2			
Strengthened internationalisation	1	1			
Increased regional knowledge cooperation	1	1			
Self-selected targets	4	1		2	1
<b>Total</b>	<b>12</b>	<b>8</b>	<b>0</b>	<b>3</b>	<b>1</b>

*The target reporting in the above table shows the target achievement in 2017 and is prepared in accordance with the Danish Agency for Institutions and Educational Grants' letter on annual report 2017 as at 13 December 2017.*

Target	Description	Comments	Status
T 1.1	The average response of students to the quantitative questions in the course evaluation must be at least 4.75 on a scale from 1 to 6. This applies to every year during the contract period.	<p>In 2017, the students' response to the quantitative questions in the course evaluation is 4.81 on average.</p> <p>In 2016, the students' response to the quantitative questions in the course evaluation was 4.74 on average.</p> <p>In 2015, the students' response to the quantitative questions in the course evaluation was 4.75 on average.</p>	
T 1.2	The IT University of Copenhagen will reduce the average excess of study time for its BSc and MSc graduates in 2015 with 0.5 month compared to 2011, 1 month in 2016 compared to 2011 and 1.6 month in 2017 compared to 2011.	<p>In 2017, the average excess of study time is 10.4 months for the IT University of Copenhagen's BSc and MSc graduates. This is a decrease of 1.2 months compared to 2011.</p> <p>In 2016, the average excess of study time was 12.5 months for the IT University of Copenhagen's BSc and MSc graduates. This was an increase of 0.9 months compared to 2011.</p> <p>In 2015, the average excess of study time was 11.6 months for the IT University of Copenhagen's BSc and MSc graduates, which was equivalent to the average excess of study time in 2011.</p>	
T 2.1	The unemployment rates of the MSc graduates who graduated from the IT University of Copenhagen 4-7 quarters earlier will at the most be 14 per cent in 2015, 13 per cent in 2016 and 12 per cent in 2017.	<p>In 2017, the unemployment rate for the MSc graduates who graduated from the IT University of Copenhagen 4-7 quarters earlier is 9 per cent.</p> <p>In 2016, the unemployment rate for the MSc graduates who graduated from the IT University of Copenhagen 4-7 quarters earlier was 14 per cent.</p> <p>In 2015, the unemployment rate for the MSc graduates who graduated from the IT University of Copenhagen 4-7 quarters earlier was 11 per cent.</p>	

**Signature:****The target is achieved.****The target is partly achieved as more than 75 per cent of complete achievement has been reached.****The target has not been achieved as 75 per cent or less of complete achievement has been reached.****The target can not be calculated.**

Target	Description	Comments	Status
T 2.2	<p>The proportion of MSc graduates from the IT University of Copenhagen who graduated 0-10 years ago and who are working in the private sector must be at least 75 per cent of the employed MSc graduates. This applies to every year of the contract period.</p>	<p>In 2017, 80 per cent of the MSc graduates who graduated from the IT University of Copenhagen 0-10 years ago are employed in the private sector.</p> <p>In 2016, 80 per cent of the MSc graduates who graduated from the IT University of Copenhagen 0-10 years ago were employed in the private sector.</p> <p>In 2015, 78 per cent of the MSc graduates who graduated from the IT University of Copenhagen 0-10 years ago were employed in the private sector.</p>	
T 3.1	<p>The number of admitted MSc students who qualified at a Danish educational institution other than the IT University of Copenhagen must be at least 230. This applies to every year of the contract period.</p>	<p>In 2017, 291 of the admitted MSc students qualified at another Danish educational institution than the IT University of Copenhagen.</p> <p>In 2016, 281 of the admitted MSc students qualified at another Danish educational institution than the IT University of Copenhagen.</p> <p>In 2015, 239 of the admitted MSc students qualified at another Danish educational institution than the IT University of Copenhagen.</p>	

Target	Description	Comments	Status
T 3.2	<p>During 2015, the IT University of Copenhagen will formulate a strategy of how the university consciously exploits the many different educational backgrounds of MSc students.</p> <p>The target for 2016 is that the IT University of Copenhagen in the Annual Report for 2016 explain the progress in the development of the strategy plans, processes and procedures.</p> <p>At the end of 2017, at the latest, the IT University of Copenhagen will have formulated and carried out action plans, processes and procedures comprised by the strategy.</p>	<p>By the end of 2017, the IT University of Copenhagen has finished the formulation of the action plans, processes and procedures related to the strategy.</p> <p>Based on the in 2015 drafted strategy that was incorporated into the IT University of Copenhagen's quality policy, a diversity policy and two idea descriptions were drafted in the beginning of 2016.</p> <p>Against this background was there during 2016 prepared a proposal for a structural revision of the four MSc Study Programmes. Subsequently a debate of this proposal was conducted in the university's educational decision-making bodies. Finally, Executive Management has adopted action plans for each of the proposed initiatives for implementation in 2017.</p> <p>In 2015, the IT University of Copenhagen formulated a strategy for how the university consciously exploits the many different educational backgrounds of its MSc students. The strategy was included in the quality policy of the IT University of Copenhagen for 2016.</p>	
T 4	<p>The global competence profiles and related activities of the BSc and MSc programmes are evaluated each year of the contract period and action plans is made for the following year. These action plans must be approved by the Head of Studies.</p>	<p>In 2017, the global competence profiles and related activities of the BSc and MSc programmes are evaluated. Actions plans are prepared for 2018 and approved by the Head of Studies.</p> <p>In 2016, the global competence profiles and related activities of the BSc and MSc programmes were evaluated. Actions plans were prepared for 2017 and approved by the Head of Studies.</p> <p>In 2015, the global competence profiles and related activities of the BSc and MSc programmes were evaluated. Actions plans were prepared for 2016 and approved by the Head of Studies.</p>	

Target	Description	Comments	Status
T 5	<p>By the end of 2016, there are "Pro-gramme-Specific Employers' Panels Reports" from all programme specific Employers' Panels.</p> <p>By the end of 2017, the IT University of Copenhagen's Executive-Level Employers' Panel in their annual status report states that the university satisfactorily sets up its portfolio of study programmes according to the needs of the employers.</p>	<p>In 2017, the IT University of Copenhagen's Executive-Level Employers' Panel in their annual status report states that the university satisfactorily sets up its portfolio of study programmes according to the needs of the employers.</p> <p>By the end of 2016, there were "Programme-Specific Employers' Panels Reports" from all programme specific Employers' Panels.</p> <p>The target was not part of the Development Contract in 2015.</p>	
T 6	The total consumption of external research funding divided by the number of senior faculty full-time equivalents (FTE) must be at least DKK 650,000 in 2015, DKK 800,000 in 2016 and DKK 1,000,000 in 2017.	<p>In 2017, the total consumption of external research funding divided by the number of senior faculty full-time equivalents is DKK 407,000, corresponding to a target achievement of 41 per cent.</p> <p>In 2016, the total consumption of external research funding divided by the number of senior faculty full-time equivalents was DKK 408,211, corresponding to a target achievement of 51 per cent.</p> <p>In 2015, the total consumption of external research funding divided by the number of senior faculty full-time equivalents was DKK 499,673, corresponding to a target achievement of 77 per cent.</p>	
T 7.1	The number of PhD students admitted will be at least 14 in 2015, 18 in 2016 and 22 in 2017.	<p>In 2017, 15 PhD students are admitted.</p> <p>In 2016, 18 PhD students were admitted.</p> <p>In 2015, 14 PhD students were admitted.</p>	

Target	Description	Comments	Status
T 7.2	The number of persons admitted as PhD students at the IT University of Copenhagen during the year without receiving an ordinary PhD scholarship will be at least two in 2015, three in 2016 and four in 2017.	<p>In 2017, four persons are admitted as PhD students at the IT University of Copenhagen without receiving an ordinary PhD scholarship.</p> <p>In 2016, three persons were admitted as PhD students at the IT University of Copenhagen without receiving an ordinary PhD scholarship.</p> <p>In 2015, three persons were admitted as PhD students at the IT University of Copenhagen without receiving an ordinary PhD scholarship.</p>	
T 8	The number of bibliometric points (BFI-points) divided by the number of faculty full-time equivalents (FTE) as reported to the Statistics of Universities Denmark will be at least 1.85 in 2015, 1.96 in 2016 and 2.08 in 2017.	<p>It has not yet been possible to calculate this target for 2017 as the number of bibliometric points will not be calculated by the Danish Agency for Science and Higher Education until mid-2018.</p> <p>In 2016, 235.71 BFI points were earned corresponding to 2.70 per faculty full-time equivalent.</p> <p>In 2015, 202.39 BFI points were earned corresponding to 2.34 per faculty full-time equivalent.</p>	

# DISCUSSION OF TARGET ACHIEVEMENT

## BACKGROUND

As part of the Development Contract for 2015-2017, the IT University of Copenhagen has concluded an agreement with the Minister for Higher Education and Science containing 12 targets. In 2017, the IT University of Copenhagen achieved eight of the 12 targets. Three targets are not achieved, while achievement of one of the targets could not be determined. In the following, explanations are given to the three targets which the IT University of Copenhagen did not achieve in 2017.

### Target 1.2: Average excess of study time

The average excess of study time for BSc and MSc graduates is 10.4 months in 2017, equivalent to a decrease of 1.2 months compared to 2011. This corresponds to a 75 per cent target achievement.

The IT University of Copenhagen is paying particular attention to reducing the average excess of study time and has taken a number of initiatives to reduce the average excess of study time. First and foremost, the IT University of Copenhagen has implemented the Study Progress Reform. The IT University of Copenhagen has maintained the requirements of the Study Progress Reform, including requirements for registering for 30 ECTS points each semester, even after political and legislative opening up for easing from 2016. In addition, the IT University of Copenhagen has removed students' opportunity to take a study leave, shortened the thesis period from six months to one semester, introduced thesis preparatory elements in all MSc study programmes, shortened the maximum allowed length of the study programmes and introduced study activity requirements. However, the full effect of these actions will at the earliest be measurable when all BSc and MSc graduates included in the calculation have been covered by the Study Progress Reform throughout their studies.

The average excess of study time is strongly affected by individual graduates who spend a long time completing their studies. One of the reasons for the long study times is graduates who have one or more long periods of illness during their studies. The IT University of Copenhagen has very limited and in many cases no possibility of reducing the study time for these graduates.

There has been a decrease in the study times and the forecasts show that when students who have begun their studies before the Study Progress Reform was implemented, have completed their education, the study times are expected to be further reduced. The IT University of Copenhagen is expecting to reach the reduction target in 2020.

### Target 6: Use of external research funding per senior faculty full-time equivalents (FTE)

The total consumption of external research funding divided by the number of senior faculty full-time equivalents (FTE) is DKK 407,000 in 2017, corresponding to a target achievement of 41 per cent.

2017 was another year with challenges in terms of achieving the target on consumption of external research funding. One of the reasons why this target has not been achieved is that some of the major fundings for the IT University of Copenhagen expired in 2016 and that the university has not been able to attract new, large fundings in time to start consumption in 2017. In addition, the target must now be considered too ambitious. When the target was formulated in 2013, it was an expression of the national average consumption of funding at Danish universities per senior faculty full-time equivalents (FTE) expected at that time. But since then, the public research fundings to be applied for, have been significantly reduced, and furthermore competition for attracting external research funding has been significantly intensified both in Danish public and private research funds and in Horizon 2020.

The degree of fulfillment varies across departments, but no department meets the target of consuming DKK 1.000.000 per

senior faculty full-time equivalents (FTE). The department closest to meeting the target is the Department of Computer Science, and it is the only department at the IT University of Copenhagen, which has growth in senior faculty FTE's.

Further, the IT University of Copenhagen is planning a process where selected researchers at all departments change status from not attracting external funding to contributing positively to the consumption of external funding. Totally, the expectation is therefore that the average consumption of external research funding per senior faculty full-time equivalents (FTE) will increase in the coming years.

### Target 7.1: The number of admitted PhD students

The number of admitted PhD students is 15 in 2017 corresponding to 68 per cent target achievement.

The number of PhD students at the IT University of Copenhagen is strongly connected to the consumption of the obtained external research funds, meaning that the more consumption of external research funds the more enrolled PhD students. Therefore, when the above mentioned target of consumption of external research fundings is not met, it is unlikely that this target of admitted PhD students will be met. Similarly, the initiatives needed to admit more PhD students are the same to be undertaken to obtain and consume more external research fundings.

Further actions to admit more PhD students will as well be the admittance of more industrial PhD students.

# ASSESSMENT OF THE OVERALL TARGET ACHIEVEMENTS DURING THE DEVELOPMENT CONTRACT PERIOD 2015-2017

The contract period for the 2015-2017 Development Contract for the IT University of Copenhagen expired on 31 December 2017. Based on the reporting of the target achievement for 2017, the IT University of Copenhagen below relates to the overall target achievement during the contract period by including for each target an assessment of the overall performance of the entire contract period.

**Target 1.1:** The average of the students' answers to the quantitative questions in the course evaluation: In 2013, the average of the quantitative questions was 4.72 on a scale from 1 to 6. The IT University of Copenhagen strived to achieve better results through education development. The course evaluation has in the contract period been stable at 4.75 and by 2017 even increased to 4.81. The IT University of Copenhagen finds the development satisfactory.

**Target 1.2:** Reduce the average excess of study time for its BSc and MSc graduates: See the detailed description above in section [Discussion of target achievement](#).

**Target 2.1:** The unemployment rate for MSc graduates who graduated from IT University of Copenhagen 4-7 quarters earlier: The IT University of Copenhagen finds the development in unemployment rates for MSc graduates who graduated 4-7 quarters earlier, to be satisfactory. There have been problems with relatively high unemployment on two of the MSc study programmes. These problems have been addressed, as admission to these study programmes has been dimensioned and the content of the study programmes has been revised.

**Target 2.2:** The proportion of MSc graduates from the IT University of Copenhagen who graduated from 0-10 years ago and who are working in the private sector: As stated in the Development Contract, the IT University of Copenhagen wanted to maintain that a clear majority of the MSc graduates are employed in the private sector. During the contract period, at least 78 per cent have been employed in the private sector. In this way, the target is achieved in all contract years, which the IT University of Copenhagen finds satisfactory.

**Target 3.1:** The number of admitted MSc students who qualified at a Danish education institution other than the IT University of Copenhagen must be at least 230: As stated in the Development Contract, the IT University of Copenhagen wants to maintain, what it consider as a position of strength in relation to coherence and cooperation, namely that the university admits a significant number of MSc students from other Danish educational institutions than the IT University of Copenhagen. The IT University of Copenhagen has achieved the target throughout the contract period.

**Target 3.2:** The IT University of Copenhagen will in 2015 formulate a strategy for how the university consciously exploits its MSc students to have a variety of educational backgrounds. The IT University of Copenhagen will by the end of 2017 have formulated and carried out action plans, processes and procedures:

In 2015, the IT University of Copenhagen formulated a strategy for exploiting the many different educational backgrounds of the MSc students. The strategy was incorporated as a part of the regular quality policy in 2016. For each of the IT University of Copenhagen's four MSc study programmes, a reviewing project was anchored in the academic area in the period 2015-2017. The result of the projects' is a revised curriculum for each of the four MSc study programmes. Learning consultants have been involved in the projects to support the incorporation of pedagogical and didactic considerations. The revised curricula contain changes that aim at better usage of the different backgrounds of the MSc students. Subsequently, the proposals for revised curricula have been dealt with in the university's educational decision-making bodies, where they have been approved. The work is hereby completed and the revised curricula will be effective for students admitted to the IT University of Copenhagen from the summer of 2018

**Target 4:** Global competence profiles and related activities of the BSc and MSc study programmes will be evaluated each year during the contract period, and an action plan for the following year will be made. The action plans must be approved by the Head of Studies: The IT University of Copenhagen has focused on developing global competence profiles in all university full-time study programmes. The targets are met every year during the Development Contract period, as global competence profiles have been evaluated and action plans have been prepared and approved for the coming year.

**Target 5 (changed 2016):** Intensified dialogue with the Copenhagen region's employers of graduates: In 2015, the IT University of Copenhagen closed its existing employers panel and instead created seven Programme-Specific Employers' Panels and an overhead Executive-Level Employers' Panel (In 2017, five Programme-Specific Employers' Panels exist). Most Programme-Specific Employers' Panels met for the first time in 2015, and the Executive-Level Panel met for the first time in 2016. By the end of 2016, the Programme-Specific Employers' Panels reports were available from all Programme-Specific Employers' Panels, and in 2017 the Executive-Level Employers' Panel stated in its annual status report that the IT University of Copenhagen satisfactorily sets up its portfolio of study programmes according to the needs of the employers. The target of the Development Contract is thus met.

**Target 6:** The consumption of external research funding per senior faculty full-time equivalents (FTE): The total consumption of external research funding per senior faculty full-time equivalents (FTE) have been between DKK 400,000 and DKK 500,000 throughout the Development Contract period and has thus not developed satisfactorily. The IT University of Copenhagen has taken a number of actions during the period to increase the consumption of external research funding per senior faculty full-time equivalents (FTE). In 2015, a performance model was introduced at the same time as giving successful researchers additional resources at the expense of other groups of researchers. The IT University of Copenhagen is planning a process where selected researchers in all departments are developing from not attracting external funding to contributing positively to the consumption of external funding.

Further, the target achievement has been influenced by the fact that the public sources that can be applied for, have been significantly reduced, as well as the competition for attracting external research funding has been significantly intensified both in Danish public and private funds and in Horizon 2020.

**Target 7.1:** The number of PhD students admitted: The target was met in 2015 and 2016, but the expected growth in admission in 2017 has not occurred. The lower admission in 2017 is due to the fact that the consumption of external research fundings is lower than expected, which has reduced the possibilities for offering admission to more PhD students.

**Target 7.2:** The number of PhD students admitted without a regular scholarship: The IT University of Copenhagen's wish to increase the admission of PhD students without a regular scholarship is met, as the target is met in each of the years during the Development Contract period.

**Target 8:** As stated in the Development Contract, the IT University of Copenhagen aims at high publication productivity based on the principles of the Danish Bibliometric Research Indicator (BFI): In 2015, the BFI earnings per faculty full-time equivalents (FTE) were 26 per cent above the target, and in 2016, BFI earnings were 38 per cent above the target. The IT University of Copenhagen considers the target achievement to be satisfactory.



# APPENDIXES



# APPENDIX 1

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

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

### **The Board of Directors**

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

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

Board meetings are public. However, cases which fall within the statutory provisions on secrecy in public administration, all cases related to persons and cases which include information on contract negotiations with private parties or similar negotiations with public partners are handled in confidence.

### **Vice Chancellor**

The Vice Chancellor answers to the Board of Directors on all matters and is responsible for the day-to-day management of the IT University of Copenhagen within the framework stipulated by the Board of Directors. This right of management includes all staff employed by the IT University.

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

### **Pro-rector**

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

### **University Director**

The University Director is responsible for ensuring that the entire administration supports research and education to the widest possible extent. The University Director is accountable to the Vice Chancellor for the observance of the legislation in force in the administrative area and for ensuring cohesion between the administrative processes across the administrative departments.

The University Director is in charge of all large inter-disciplinary projects of the administrative departments and represents the administration in relation to the external world.

### **Executive Management**

The Executive Management includes the Vice Chancellor, the Pro-rector and the University Director. The Executive Management is responsible for the preparation of the strategies of the IT University of Copenhagen and the preparation and negotiation of the Development Contract with the Ministry of Higher Education and Science.

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

In its day-to-day work, the Executive Management works on the promotion of the three core values of the IT University of Copenhagen: Direction-finding, accountable and forthcoming, throughout the organisation.

### **Academic Council**

The Vice Chancellor appoints an Academic Council. The Academic Council includes a chairman and four members and chooses its own chairman among the members of the council. Two members are elected by and among the scientific staff at the IT University of Copenhagen, and two members are elected by and among the students at the IT University.

The Academic Council answers to the Vice Chancellor in the areas of central strategic research and education and plans the exchange of know-how, awards the degrees PhD and doctorate and may issue statements on all academic matters of material importance to the activities, etc., of the IT University of Copenhagen.

### **Study Committee**

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

The study committee carries out planning, implementation and development of courses and tuition, including quality assurance and quality development of courses and tuition, preparation of draft curricula and amendments to these and approval of plans for preparation of courses and tests, etc.

### **PhD Council**

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

The PhD Council approves PhD courses, issues statements on the evaluation of the PhD programme, and provides guidelines to the Head of the PhD Programme and approves applications for Credit transfer and exemptions, etc.

#### **Heads of Department**

The Heads of Department are appointed and dismissed by the Vice Chancellor. The head of each department is responsible for the day-to-day management of the department, including the planning and allocation of tasks. The Head of Department may request staff to carry out specific tasks. When scientific staff is not occupied with such tasks, they carry out independent research within the strategic framework of the IT University of Copenhagen.

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

#### **Head of Studies**

The Head of Studies is appointed and dismissed by the Vice Chancellor on recommendation of the Study Committee. The Head of Studies is in charge of the practical preparation of tuition and tests and other evaluations which constitute part of the examination in cooperation with the Study Committee.

#### **Cooperation and Safety Boards**

The safety and cooperation organisation of the IT University of Copenhagen consists of a Main Co-operation and Safety Board (M-CoSB) and two sub-committees: the Administrative Co-operation and Safety Board (A-CoSB), which covers the administrative section, and the Research Co-operation and Safety Board (R-CoSB), which covers the departments, plus two safety groups in each sub-committee.

In general, subjects related to members of staff are handled by M-CoSB, including policies, strategies, workplace assessments, staff satisfaction evaluations and drafts for staff development meetings. Subjects relevant to administration or research only are handled by A-CoSB and R-CoSB, respectively. As a rule, subjects relating to health and safety at work are handled by A-CoSB and R-CoSB.

Close cooperation between the Cooperation and Safety Committees are presupposed. Discussion of topics may be delegated by M-CoSB to A-CoSB or R-CoSB, respectively, and topics which have been discussed in A-CoSB and R-CoSB may be handled by M-CoSB if deemed necessary.

# APPENDIX 2

## MEMBERS OF THE EMPLOYERS' PANELS OF THE IT UNIVERSITY OF COPENHAGEN AS AT 1 JANUARY 2018

### EXECUTIVE-LEVEL EMPLOYERS' PANEL:

**Carsten Gomard (chairman)**

Chairman of the Board, Netcompany

**Per Kogut**

President and Chief Executive Officer (CEO), NNIT

**Kaare Danielsen**

CEO and owner, Jobindex

**Jan Peter Larsen**

Chief Development Officer, BEC

**Jan Sirich**

Self-employed

**Lars Frelle-Petersen**

Deputy Permanent Secretary, Ministry of Finance

**Adam Lebech**

Deputy Director-General, Danish Agency for Digitalisation

**Birgitte Hass**

CEO, IT-Branchen

**Pernille Geneser**

CIO, Bestseller

**Lars Green Lauridsen**

Senior Vice President, COWI

**Henrik T. Krøyer**

Development Director, Danske Bank Group IT

### BACHELOR IN SOFTWARE DEVELOPMENT (SWU)/BACHELOR IN DATA SCIENCE (DS)/ CAND.IT., SOFTWARE DEVELOPMENT (SDT):

**Karsten Stanek Pedersen (chairman)**

Director, KSP Consulting

**Casper Hovard**

Senior Engagement Manager, KSP Nordic

**Lars Nørgaard**

Vice President, Microsoft Customer Innovations & Transformation, NNIT

**Michael Nielsen**

Self-employed

**Jesper Hollisch Poulsen**

Development Manager, Rational Tools & Engineering Processes, Danske Bank

**Niels Hallenberg**

Vice President, Technical Foundation, SimCorp

**Jacob Strange**

CEO & Partner, Nine A/S

**Morten Zohnesen**

Managing Architect, Netcompany

**Anders Hal Werner**

Vice President Engineering, Actimo

**Christian Bjerre Nielsen**

Chief Product Officer, uQualio ApS

**Thomas Hartmann**

Head of Enterprise Architecture, ATP

**Henrik Hasselbalch**

Executive Partner & Country Manager, IBM

**Bodil Biering**

Head of Development,  
Blackwood Seven

**Kaare Brandt Petersen**

Management Consulting,  
Implement Consulting Group

**Søren Ilsøe**

Senior Vice President, SKAT

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

**Laust Jørgensen (chairman)**

COO, Peytz & Co

**Louise Sofie Kehler**

Head of Team, Digitalisation and IT, and Head of Digitalisation, Administrative Ressource Centre, The Child and Youth Administration, Municipality of Copenhagen

**Brian Groth**

Head of TV2 Graphics

**Martin Sønderlev Christensen**

Partner, Reload A/S

**Nanna Engberg**

Senior Consultant, Think! Digital

**Andreas Petterson**

Partner, eCapacity

**Louise Wiktoria Klinker**

Head of Strategy & UX, 1508

**Carsten Ingerslev**

Head of Department, Danish Business Authority

**Martine Pråme Malmquist**

Managing Partner, Attention CPH

**Kristoffer Åberg**

Founder and Chief Designer Officer, Fictional Technologies

**Britt Riefbjerg**

Head of Digital Trading & Advisory, Nordea

**CAND.IT., GAMES:**

**Karsten Lund (chairman)**

Creative Director, LEGO Digital Games

**Aksel Køie**

Digital Producer & Entrepreneur, Step in Books

**Thomas Howalt**

Teacher, Dadiu

**Asbjørn Malte Søndergaard**

CEO & Founder, Tactile Entertainment ApS

**Na'Tosha Bard**

Technical Director, Unity Technologies

**Dajana Dimovska**

Co CEO & Bizdev, NapNok Games

**Gry Bauer**

Digital Business Developer, SKAT

**Sandra Mondahl**

Recruiter, Massive Entertainment

**Nikola Nielsen**

HR Manager, IO interactive

**BACHELOR IN GLOBAL BUSINESS INFORMATIC (GBI)/CAND.IT., DIGITAL INNOVATION AND MANAGEMENT (DIM):**

**Kirsten Nielsen (chairman)**

Talent Pipeline Management-Programme Manager, Nordea Markets, Nordea

**Jari Friis Jørgensen**

Owner, Symmetric

**Tanja Danner**

Head of Regulatory Affairs Services, NNIT

**Simon Killerich Vedel**

Digital Product Manager, A. P. Møller-Mærsk

**Steffen Rasmussen**

Department Manager, FDC

**Zain Syed**

Former Solution Sales Europe, IBM

**Martin Eberhard**

Manager of Market Development, Rambøll Management

**Nicolai Meelby**

Assistant Director, eBusiness, Topdanmark

**Malte Harrishøj Larsen**

Team Manager, Municipality of Copenhagen

**Birger Hauge**

CIO, Public Affairs & Knowledge Development, Zibra

**Janus Sandsgaard**

Head of Digital Policy, IT and Digitalisation, The Danish Chamber of Commerce

**Nina Husfeldt Clasen**

Head of Division, Agency for Digitalisation

**Pernille Madsen**

Head of Centre, Citizen Service, IT & Digitalisation, Municipality of Helsingør

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

**Ghita Thiesen (chairman)**

Head of Division, Local Government Denmark

**Erik Møberg**

Rambøll Management Consulting

**Stig Lundbeck**

IT Department, Municipality of Copenhagen

**Lars Hagerup**

Manager, Health & Public Service, Accenture

**Philip Heller-Christensen**

Head of Development, Dansk IT

**Lars R. Andersen**

Vice President, NNIT

# APPENDIX 3

## THE IT UNIVERSITY OF COPENHAGEN'S PROCUREMENTS

The IT University of Copenhagen has a central purchasing function, Central Purchasing, which is organised in the department of Facilities Management with reference to the University Director.

The IT University of Copenhagen has formulated a procurement and tendering policy that aims at ensuring the best and cheapest purchases in various purchasing situations. The procurement and tendering policy has been described and published at the IT University of Copenhagen's Intranet and is available to the organisation in cases of decentralised procurements so that these can also be based on current rules and policies.

Central Purchasing cooperates with a partner in all tendering processes. This partner uses Mercell.com to handle all tendering. Tenders are journalised upon completion.

Central Purchasing also conducts other purchases and enters into contracts where tendering is not an obligation. These contracts are journalised as well. Follow-up and control of concluded contracts are based on the conditions of the contracts in question.

**Follow-up on the Strategic Targets for 2017**

Follow-up on target performance regarding the Boards strategic targets for 2017.  
Follow-up at 31 December 2017.

**Signature:**

The target is achieved.



The target is partly achieved as more than 75 per cent of complete achievement has been reached.



The target has not been achieved as 75 per cent or less of complete achievement has been reached.



The target can not be calculated.

Target	Description	Comments	Status
T13	The IT University admits at least 140 students on the Study Programme Bachelor in Software Development in 2017. Quota 1 applicant's grade points are at least 7.0 and at least 25 of the admitted students are women.	In 2017, 147 students are admitted on the Study Programme Bachelor in Software Development. Quota 1 applicant's grade points are at least 8.5 and 32 of the admitted students are women.	

<b>Target</b>	<b>Description</b>	<b>Comments</b>	<b>Status</b>
T14	The IT University admits at least 50 students on the Study Programme Bachelor in Data Science in 2017. The grade point for all admitted through quota 1 is at least 7.0 and at least 15 of the admitted students are women.	In 2017, 56 students are admitted on the Study Programme Bachelor in Data Science. Quota 1 applicant's grade points are at least 8.0 and 15 of the admitted students are women.	
T15	ITU as a whole lives up to the performance standards set by the PP model, i.e., the total number of PP points produced by the institution as a whole should be greater than or equal to the performance points prescribed by the PP model.	<p>The total number of PP points produced by the institution as a whole is equal to the performance points prescribed by the PP model.</p> <p>The number of PP points produced as a result of research funding expenditure are significantly lower than prescribed by the model.</p>	
T16	The IT University admits at least 40 students on its Master in IT Management Programme in 2017.	In 2017, 48 students are admitted on the Master in IT Management Programme.	

Department of Finance and Personnel

March 19, 2018

## **Enclosure 4: Procedures Concerning Financial Follow-up on Externally Funded Research**

On the Board meeting November 23<sup>rd</sup> 2017, Mads Tofte informed of plans to go for better budget and follow-up processes.

Below, we summarize budget, forecasts and actual accounts of 2017.

Budget 2017 November 2016	Q1 Forecast April 2017	Q2 Forecast June 2017	Q3 Forecast October 2017	Actual January 2018
24.5 DKK M	27.2 DKK M	28.8 DKK M	22.9 DKK M	24.3 DKK M

In 2018, The Department of Finance and Personnel and Research Support revised the internal guidelines on financial management of external research projects. The purpose of our revision has been to improve the financial follow-up during the year to be able to follow more closely, whether project spending follows the plans and/or targets.

The updated guidelines now specifies the following:

- Each month, the Department of and Finance and Personnel prepares financial statements for the administrators in Research Support on significant ongoing research projects. The monthly financial statements ensure that ITU handles any unexpected delays in time.
- Each quarter, the research projects administrators in Research Support review progress of each ongoing research project and adjust the project budget accordingly. The review ensures that ITU includes any delays in the quarterly forecasts on research project spendings.

Furthermore, we expect the heads of Department to comment on the forecasts regarding the second quarterly accounts as of June 30 and onwards.

Finally, Research Support is currently looking into key indicators on expected grant success rates – which will support both strategic choices and a long-term forecast of incoming grants and thus project spending.

**VEDTÆGTER  
for  
IT-Universitetet i København (ITU)  
(IT University of Copenhagen)**

I medfør af § 13, stk. 1, i lov om universiteter (universitetsloven), jf. lovbekendtgørelse nr. 261 af 18. marts 2015, som ændret senest ved lov nr. 699 af 8. juni 2017 og lov nr. 700 af 8. juni 2017172 af 27. februar 2018, fastsættes:

**I. Navn og hjemsted**

**§ 1**

Universitetets navn er "IT-Universitetet i København" (ITU), på engelsk "IT University of Copenhagen". IT-Universitetet er en statsfinansieret selvejende institution med hjemsted og værneting i Københavns Kommune. IT-Universitetet er omfattet af uddannelses- og forskningsministerens tilsyn.

**II. Formål**

**§ 2**

IT-Universitetet har til formål at drive forskning og give forskningsbaseret uddannelse indtil højeste internationale niveau inden for informationsteknologi. IT-Universitetet skal tilstræbe et offentligt/privat samspil i såvel uddannelse som forskning og fremme værdiskabelsen med IT i Danmark. Med grundlag i sin forskning kan IT-Universitetet udføre opgaver for en minister efter aftale med denne. IT-Universitetet skal udvikle og gennemføre uddannelsesprogrammer, der er attraktive for et stort antal personer, og som er egnet til at bibringe dem IT-kompetencer, der er relevante i forhold til den til enhver tid værende efterspørgsel. IT-Universitetet skal desuden gennem sin forskning bidrage til videnskabelig uddannelse og forskningsbaseret innovation.

**III. Økonomisk grundlag**

**§ 3**

Det økonomiske grundlag for IT-Universitetet tilvejebringes fortrinsvis ved uddannelses- og forskningsministerens tilskud til undervisnings-, forsknings- og formidlingsvirksomhed og andre opgaver, som er henlagt til IT-Universitetet, herunder ved uddannelsestaxameterbevillinger, midler fra private, forskningsmidler fra nationale og EU-forskningsprogrammer samt indtægtsdækket virksomhed.

## **IV. Organisatoriske forhold**

### **§ 4**

IT-Universitetet ledes af en bestyrelse og en direktion. Direktionen består af mindst en rektor og en prorektor eller universitetsdirektør. IT-Universitetet har desuden et antal institutter og et antal administrative afdelinger. Instituternes og afdelingernes antal og levetid, samt hvem institutlederne henholdsvis afdelingslederne refererer til, fastlægges og ændres af bestyrelsen efter indstilling fra rektor. Den til enhver tid gældende organisationsplan beskrives i et særskilt dokument, Organisationsoversigten. Hvert institut har en institutleder, og hver afdeling har en afdelingsleder, der har personaleledelsesansvaret for instituttets henholdsvis afdelingens medarbejdere. Institutlederen henholdsvis afdelingslederen refererer til et medlem af direktionen, med mindre andet fremgår af Organisationsoversigten.

*Stk. 2.* Den til enhver tid gældende Organisationsoversigt for IT-Universitetet offentliggøres på IT-Universitetets hjemmeside.

*Stk. 3.* Medbestemmelse og medinddragelse af medarbejdere og studerende sikres bl.a. gennem IT-Universitetets kollegiale organer, grupper og udvalg. De til enhver tid eksisterende kollegiale organer, grupper og udvalg samt disses sammensætning er beskrevet i IT-Universitetets organisationsplan og på dets intranet.

## **A. Ledelse**

### Bestyrelsen

### **§ 5**

IT-Universitetets bestyrelse består af 1 formand og 8 medlemmer. Formanden og 4 medlemmer er eksterne, 1 medlem er valgt af og blandt IT-Universitetets videnskabelige personale, herunder ansatte ph.d.-studerende (VIP-medlem), 1 medlem er valgt af og blandt det teknisk-administrative personale på IT-Universitetet (TAP-medlem), og 2 medlemmer er valgt af og blandt de studerende på IT-Universitetet.

### **§ 6**

De 5 eksterne medlemmer af bestyrelsen ønskes repræsenteret ved begge køn, jf. Lov om ligestilling af kvinder og mænd, og udpeges i deres personlige egenskab for en periode på 4 år af det nedsatte udpegningsorgan efter indstilling fra det nedsatte indstillingsorgan, jf. den i tillæg 1 beskrevne procedure. Genudpegning kan finde sted én gang. Medfører genudpegning at et eksternt medlems udpegningsperiode forlænges uden afbrydelse, kan genudpegningen besluttes af udpegningsorganet efter den i tillæg 1, § 1, stk. 67, beskrevne udpegningsprocedure. Genudpegning af bestyrelsesformanden forelægges til ministerens godkendelse.

*Stk. 2.* VIP-medlemmet vælges af og blandt det videnskabelige personale på IT-Universitetet, herunder ansatte ph.d.-studerende, for en periode på 4 år med mulighed for genvalg højst én gang. Valgbar og stemmeberettiget er enhver person, der er ansat på IT-Universitetet til at

## **Enclosure 7a**

forske eller undervise, og som har kontrakt på ansættelse i minimum 1 år frem fra tidspunktet for valgets afholdelse.

*Stk. 3.* TAP-medlemmet vælges af og blandt det teknisk-administrative personale på IT-Universitetet for en periode på 4 år med mulighed for genvalg højst én gang. Valgbar og stemmeberettiget er enhver person, der er ansat på IT-Universitetet som teknisk-administrativ medarbejder, og som har kontrakt på ansættelse i minimum 1 år frem fra tidspunktet for valgets afholdelse.

*Stk. 4.* De studerende vælges af og blandt de studerende på IT-Universitetet for en periode på 2 år med mulighed for genvalg højst én gang. De studerende vælges forskudt således, at én vælges i ulige år og én i lige år. Valgbar og stemmeberettiget er enhver studerende, som er optaget og indskrevet på en bachelor-, kandidat-, master- eller diplomuddannelse på IT-Universitetet, såvel den første i den måned, hvor der udskrives valg, som på tidspunktet for valgets afholdelse.

*Stk. 5.* Ved afholdelse af valg til bestyrelsen følges de til enhver tid gældende regler for valg på IT-Universitetet.

*Stk. 6.* Bestyrelsen kan beslutte blandt de eksterne medlemmer at vælge en næstformand.

## **§ 7**

Bestyrelsen er IT-Universitetets øverste myndighed og har ansvaret for den overordnede og strategiske ledelse af universitetet. Bestyrelsen har det overordnede ansvar for, at universitetet driver forskning og giver forskningsbaseret uddannelse indtil højeste internationale niveau inden for sine fagområder. Bestyrelsen har det overordnede ansvar for, at universitetets forskning og uddannelser udvikles løbende. Bestyrelsen skal forvalte universitetets midler effektivt og til størst mulig gavn for samfundet, samt sikre, at der er medbestemmelse og medinddragelse af medarbejdere og studerende i væsentlige beslutninger.

### **Bestyrelsen**

1. godkender efter indstilling fra rektor IT-Universitetets budget, herunder fordeling af de samlede ressourcer og principperne for ressourcernes anvendelse, og underskriver IT-Universitetets regnskab,
2. foretager efter oplæg fra rektor løbende opfølgning og kontrol af IT-Universitetets regnskab og økonomi,
3. fastlægger IT-Universitetets uddannelsesudbud, idet oprettelse af nye uddannelser og/eller linjer imidlertid skal prækvalificeres, akkrediteres og godkendes i henhold til lov om akkreditering af videregående uddannelsesinstitutioner og universitetsloven eller

## **Enclosure 7a**

ved udbud i udlandet efter udenlandske kvalitetssikringssystemer med efterfølgende godkendelse i Styrelsen for Forskning og Uddannelse,

4. godkender efter indstilling fra rektor overordnede retningslinjer for optagelsesprocedurer,
5. er overordnet ansvarlig for legalitetskontrollen og bevillingskontrollen,
6. fastsætter i tillæg 1 til disse vedtægter procedurer for indstilling og udpegning af bestyrelsесformanden og de øvrige eksterne bestyrelsесmedlemmer,
7. beslutter, om der blandt de eksterne medlemmer skal udpeges en næstformand for bestyrelsen,
8. ansætter og afskediger rektor for IT-Universitetet,
9. ansætter og afskediger efter indstilling fra rektor øvrige direktionsmedlemmer,
10. fastsætter i tillæg 2 til disse vedtægter ansættelses- og afskedigelsesprocedurer for rektor, prorektor, universitetsdirektør og institutledere samt udpegnings- og afsættelsesprocedurer for studieledere og ph.d.-skoleledere,
11. fastsætter og ændrer organisationsplan efter indstilling fra rektor,
12. fastlægger efter indstilling fra rektor nærmere valgregler for valg af VIP-medlemmer, TAP-medlemmer og studerende til de relevante kollegiale organer,
13. udarbejder ændringer til IT-Universitetets vedtægter, som godkendes af Styrelsen for Institutioner og Uddannelsesstøtte,
14. udarbejder forretningsorden for bestyrelsen og ændringer hertil,
15. indgår efter oplæg fra rektor en strategisk rammekontrakt med ministeren. Den strategiske rammekontrakt skal indeholde strategiske mål for universitetets opgaver, og
16. indgår – hvis relevant – aftale om udførelse af opgaver for en minister.

*Stk. 2. Bestyrelsen kan i overensstemmelse med almindelige regler bemyndige bestyrelsесformanden til at træffe beslutninger på bestyrelsens vegne. Bestyrelsесmøder afholdes efter behov, dog minimum 3 gange om året.*

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*Stk. 3.* Formanden for bestyrelsen og de øvrige eksterne bestyrelsесmedlemmer modtager særskilt vederlag i overensstemmelse med statens regler.

### **§ 8**

Bestyrelsесmøderne er offentlige. Sager, der er omfattet af lovgivningens bestemmelser om tavshedspligt i forvaltningen, alle personsager og sager, hvori indgår oplysninger om kontraktforhandlinger med private eller tilsvarende forhandlinger med offentlige samarbejdspartnere, skal dog behandles for lukkede døre. Sager kan i øvrigt behandles for lukkede døre, hvis det på grund af sagens beskaffenhed eller omstændighederne i øvrigt findes nødvendigt.

*Stk. 2.* Bestyrelsens mødemateriale, herunder dagsordener og referater, skal – under iagttagelse af gældende retsregler – gøres offentligt tilgængeligt.

*Stk. 3.* Sager, der er omfattet af lovgivningens bestemmelser om tavshedspligt i forvaltningen, må ikke offentliggøres. Et dokument eller en oplysning, der er en del af en sag, der er undergivet tavshedspligt, skal dog gøres offentligt tilgængelig i overensstemmelse med stk. 2, såfremt dokumentet eller oplysningen ikke i sig selv er tavshedsbelagt.

*Stk. 4.* Personsager og sager, hvori indgår oplysninger om kontraktforhandlinger med private eller tilsvarende forhandlinger med offentlige samarbejdspartnere, kan undtages fra kravet om, at bestyrelsens mødemateriale skal gøres offentligt tilgængeligt, hvis det på grund af sagens beskaffenhed eller omstændighederne i øvrigt findes nødvendigt. Et dokument eller en oplysning, der er en del af en sag, der er omfattet af 1. pkt., skal dog gøres offentligt tilgængelig i overensstemmelse med stk. 2, medmindre offentliggørelsen vil stride afgørende mod de forudsætninger, som en manglende offentliggørelse efter 1. pkt. tilsiger.

*Stk. 5.* Sager, herunder dokumenter og oplysninger til disse, der behandles for lukkede døre, jf. stk. 1, 3. pkt., kan undtages fra kravet om, at bestyrelsens mødemateriale skal gøres offentligt tilgængeligt, hvis det på grund af sagens beskaffenhed eller omstændighederne i øvrigt findes absolut nødvendigt.

## Bestyrelsесformanden

### **§ 9**

Bestyrelsесformanden har det overordnede ansvar for tilrettelæggelsen af bestyrelsens arbejde. Bestyrelsесformanden er på universitetets vegne ansvarlig for den strategiske dialog med ministeren og deltager i ministerens møder med bestyrelsесformændene mindst to gange årligt. På grundlag af en stående bemyndigelse fra bestyrelsen kan bestyrelsесformanden repræsentere bestyrelsen.

*Stk. 2.* Herudover disponerer formanden over fast ejendom sammen med et andet bestyrelsесmedlem og træffer beslutninger på bestyrelsens vegne, efter bemyndigelse af denne, jf. § 7, stk. 2.

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*Stk. 3.* Bestyrelsесformanden skal tilstræbe, at bestyrelsens drøftelser finder sted i den samlede bestyrelse, og at alle væsentlige beslutninger træffes i den samlede bestyrelse.

### Næstformand

#### **§ 10**

Såfremt bestyrelsen beslutter blandt de eksterne medlemmer at vælge en næstformand, kan næstformanden træffe beslutninger på formandens vegne efter bemyndigelse fra denne, jf. dog § 9, stk. 2.

*Stk. 2.* Herudover varetager næstformanden i tilfælde af formandens forfald formandens opgaver i henhold til disse vedtægter og forretningsordenen for bestyrelsen og de beføjelser og forpligtelser, der er tillagt formanden i disse vedtægter og forretningsordenen, jf. dog § 9, stk. 2.

### Rektor

#### **§ 11**

Rektor

1. er ansvarlig over for bestyrelsen i ethvert spørgsmål,
2. har inden for de rammer, bestyrelsen har fastsat, ansvaret for den daglige ledelse af IT-Universitetet. Ledelsesretten omfatter alt personale, der er ansat på IT-Universitetet,
3. sikrer tværgående kvalitetsudvikling af IT-Universitetets uddannelse og forskning,
4. indstiller budgettet til bestyrelsen, herunder forslag til fordeling af de samlede ressourcer og forslag til principper for ressourcernes anvendelse, er ansvarlig for aflæggelse af regnskab samt for at holde bestyrelsen løbende underrettet om IT-Universitetets økonomiske udvikling, og underskriver IT-Universitetets regnskab,
5. disponerer over IT-Universitetets bevillinger og indtægter i øvrigt i overensstemmelse med de af bestyrelsen godkendte budgetter og retningslinjer samt gældende lovgivning og bevillingsforudsætninger,
6. udarbejder forslag til bestyrelsen vedrørende overordnede retningslinjer for IT-Universitetets forskning og uddannelser og IT-Universitetets langsigtede virksomhed og

## **Enclosure 7a**

udvikling og udarbejder handlingsplaner for udmøntning af de af bestyrelsen godkendte forsknings- og uddannelsesstrategier,

7. indstiller ansættelse og afskedigelse af øvrige direktionsmedlemmer til bestyrelsen,
8. ansætter og afskediger IT-Universitetets øvrige personale, herunder den øvrige ledelse,
9. udpeger og afsætter studieledere efter indstilling fra de relevante studienævn og godkender studieordninger og ændringer heri efter forslag fra studienævnene,
10. udpeger og afsætter ph.d.-skoleledere og igangsætter med inddragelse af ph.d.-skolelederne internationale evalueringer af ph.d.-skolerne og følger op på evalueringer, herunder internationale evalueringer,
11. indstiller organisationsplan og ændringer til denne til bestyrelsens godkendelse,
12. forhandler og aftaler løn og ansættelsesvilkår, jf. universitetslovens § 29, inden for rammer godkendt af bestyrelsesformanden,
13. nedsætter akademisk råd,
14. godkender efter indstilling fra akademisk råd sammensætningen af bedømmelsesudvalg til videnskabelige stillinger,
15. nedsætter studienævn, fastlægger størrelsen af studienævn, jf. § 14, stk. 1, bestemmer om der skal afholdes indirekte valg til et studienævn gennem valg af andre faglige kollegiale organer på IT-Universitetet, jf. § 14, stk. 3, og godkender formand og næstformand for studienævn efter indstilling fra det pågældende studienævn, jf. § 14, stk. 3,
16. nedsætter ph.d.-udvalg, fastlægger størrelsen af ph.d.-udvalg, jf. § 16, stk. 1, og udpeger formænd og eventuelle næstformænd for ph.d.-udvalg efter indstilling fra det pågældende ph.d.-udvalg,
17. sikrer udskrivelse – og er ansvarlig for legalitetskontrollen - af valg til IT-Universitetets kollegiale organer,
18. fastsætter regler om disciplinære foranstaltninger over for de studerende,
19. udarbejder efter åben drøftelse i relevante kollegiale organer, grupper og udvalg på universitetet oplæg til strategisk rammekontrakt om strategiske mål for IT-Universitetets opgaver til bestyrelsen, og

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20. tegner og kan forpligte IT-Universitetet med undtagelse af dispositioner over fast ejendom, jf. § 9, stk. 2, og træffer afgørelse i alle sager, medmindre afgørelsen er henlagt til bestyrelsen, akademisk råd, et studienævn, eller et ph.d.-udvalg.

*Stk. 2.* Rektor skal sikre, at IT-Universitetet til enhver tid overholder gældende lovgivning og regler, og er pligtig at foretage enhver anden handling, der er nødvendig til god og forsvarlig ledelse af IT-Universitetet, hvad enten sådanne handlinger måtte være beskrevet i nærværende vedtægter eller ej.

*Stk. 3.* Rektor kan bemyndige de øvrige direktionsmedlemmer til at træffe nærmere angivne beslutninger på rektors vegne eller til at varetage en række af rektors opgaver.

## **B. Råd, nævn og udvalg**

### Akademisk råd

#### **§ 12**

Rektor nedsætter et akademisk råd og er selv født medlem. Akademisk råd består af 1 formand og 4 medlemmer. 2 medlemmer vælges af og blandt det videnskabelige personale på IT-Universitetet, herunder ansatte ph.d.-studerende, (VIP-medlemmer), og 2 medlemmer vælges af og blandt de studerende på IT-Universitetet. Akademisk råd vælger sin formand blandt rådets VIP-medlemmer og rektor.

*Stk. 2.* VIP-medlemmerne vælges af og blandt det videnskabelige personale på IT-Universitetet, herunder ansatte ph.d.-studerende, for en periode på 4 år med mulighed for genvalg højst én gang. Valgbar og stemmeberettiget er enhver person, der er ansat på IT-Universitetet som undervisningsassistent eller derover, og som har kontrakt på ansættelse i minimum 1 år frem fra tidspunktet for valgets afholdelse.

*Stk. 3.* De studerende vælges af og blandt de studerende på IT-Universitetet for en periode på 1 år med mulighed for genvalg højst 3 gange. Valgbar og stemmeberettiget er enhver studerende, som er indskrevet på en bachelor-, kandidat-, master- eller diplomuddannelse på IT-Universitetet, såvel den første i den måned, hvor der udskrives valg, som på tidspunktet for valgets afholdelse.

*Stk. 4.* Ved afholdelse af valg til Akademisk råd følges de til enhver tid gældende regler for valg på IT-Universitetet.

#### **§ 13**

### Akademisk råd

1. uttaler sig til rektor om den interne fordeling af bevillinger,
2. uttaler sig til rektor om centrale strategiske forsknings- og uddannelsesområder og planer for videnudveksling,

## **Enclosure 7a**

3. indstiller til rektor sammensætningen af sagkyndige udvalg, der skal bedømme ansøgere til videnskabelige stillinger,
4. tildeler ph.d.- og doktorgraden,
5. kan udtale sig om alle akademiske forhold af væsentlig betydning for IT-Universitetets virksomhed, og
6. har pligt til at drøfte de akademiske forhold, som rektor forelægger.

*Stk. 2.* Akademisk råd er beslutningsdygtigt, når formanden og mindst 1 øvrigt medlem er til stede. Akademisk råd træffer afgørelser ved simpel stemmeflertal. Ved stemmelighed er formandens stemme afgørende.

### Studienævn

#### **§ 14**

Rektor opretter studienævn, der dækker de enkelte uddannelser/linjer eller flere uddannelser/linjer. Et studienævn kan højst have 14 medlemmer.

*Stk. 2.* Til studienævn vælges et lige stort antal medlemmer af og blandt det videnskabelige personale (VIP), herunder ansatte ph.d.-studerende, og af og blandt de studerende.

*Stk. 3.* Til studienævn, der dækker flere uddannelser/linjer, kan en del af medlemmerne vælges ved indirekte valg gennem valg af underliggende faglige kollegiale organer, som vælger medlemmer til studienævnet iblandt sig, jf. stk. 7 - 9. Denne bestemmelse er indsat efter dispensation fra uddannelses- og forskningsministeren, jf. universitetslovens § 36.

*Stk. 4.* Rektor – eller den rektor bemyndiger hertil – kan nedsætte et antal faglige kollegiale organer bestående af lige mange VIP og studerende, som repræsenterer en eller flere uddannelser/linjer, og som har til opgave – udover at udpege medlemmer til studienævnet – at indstille beslutninger og sager vedrørende uddannelse og studieordninger til studienævnet.

*Stk. 5.* VIP medlemmer til studienævn eller uddannelsesgrupper vælges af og blandt de VIP, der underviser indenfor studienævnets uddannelser/linjer. VIP medlemmer til faglige kollegiale organer vælges af og blandt de VIP, der underviser indenfor det faglige kollegiale organs uddannelser/linjer. VIP til studienævn og faglige kollegiale organer skal være ansat på IT-Universitetet som undervisningsassistent eller derover, og have kontrakt på ansættelse i minimum 1 år frem fra tidspunktet for valgets afholdelse. Valgperioden for denne valggruppe er 4 år. De studerende vælges af og blandt de studerende, der er optaget og indskrevet på en bachelor-, kandidat-, master- eller diplomuddannelse inden for det pågældende studienævns eller faglige kollegiale organs område, såvel den første i den måned, hvor der udskrives valg, som på tidspunktet for valgets afholdelse. Valgperioden for denne valggruppe er 1 år.

*Stk. 6.* Til studienævn, hvor en del af medlemmerne er valgt ved indirekte valg, jf. stk. 3, vælges herudover en repræsentant for VIP og en repræsentant for de studerende ved direkte valg.

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*Stk. 7.* Indirekte valg af medlemmer til studienævn, jf. stk. 3, sker ved at hvert fagligt kollegialt organ vælger medlemmer hertil, jf., stk. 8 og 9.

*Stk. 8.* VIP medlemmerne i et fagligt kollegialt organ vælger af deres midte en VIP til studienævnet. En VIP kan være medlem i flere faglige kollegiale organer, men den samme VIP kan ikke repræsentere to eller flere faglige kollegiale organer i et studienævn. Hvis to eller flere faglige kollegiale organer vælger samme VIP til studienævnet, træffer rektor, eller den som rektor bemyndiger hertil, beslutning om, hvilket fagligt kollegialt organ den pågældende VIP skal repræsentere i studienævnet. Derefter skal den eller de øvrige faglige kollegiale organ(er) hver vælge en ny repræsentant af deres midte.

*Stk. 9.* De studerende i et fagligt kollegialt organ vælger af deres midte en studerende til studienævnet.

*Stk. 10.* Hvad angår en udliciteret uddannelse/linje, jf. § 25, kan IT-Universitetet indgå aftale med den institution, som uddannelsen/linjen er udliciteret til, om, at uddannelsen/linjen skal være repræsenteret ved et fuldgyligt medlem i det fagligt kollegiale organ, som uddannelsen/linjen hører ind under, i form af en VIP der underviser på uddannelsen/linjen. En sådan aftale kan fastlægge, at medlemmet skal udpeges og ikke vælges.

*Stk. 11.* Aftale, jf. stk. 10, som indebærer, at en udpeget VIP, som ikke er ansat på IT-Universitetet, skal sidde i et kollegialt organ, kræver uddannelses- og forskningsministerens godkendelse, jf. universitetslovens § 31. Godkendelse efter dette stk. 11, tilknyttes disse vedtægter som allonge.

*Stk. 12.* Hvis IT-Universitetet indgår en aftale med en institution jf. stk. 10, vælges en ekstra studerende til det relevante faglige kollegiale organ for at sikre, at det faglige kollegiale organ består af et lige stort antal VIP og studerende.

*Stk. 13.* Hvert studienævn vælger af sin midte blandt sine VIP-medlemmer, der er ansat på IT-Universitetet, en formand. Studienævnet vælger af sin midte blandt de studerende en næstformand.

*Stk. 14.* Næstformanden deltager i tilrettelæggelsen af studienævnets arbejde.

*Stk. 15.* Ved afholdelse af valg til studienævn og underliggende faglige kollegiale organer følges de til enhver tid gældende regler for valg på IT-Universitetet.

## Studienævn

### **§ 15**

1. indstiller studieleder til rektor,
2. sikrer tilrettelæggelse, gennemførelse og udvikling af uddannelser og undervisning, herunder

## **Enclosure 7a**

- i. kvalitetssikrer og kvalitetsudvikler uddannelser og undervisning og påser opfølging af uddannelses- og undervisningsevalueringer,
- ii. udarbejder forslag til studieordninger og ændringer heri til rektors godkendelse,
- iii. godkender plan for tilrettelæggelse af undervisning og af prøver og anden bedømmelse, der indgår i eksamen,
- iv. behandler ansøgninger om merit, herunder forhåndsmerit, og om dispensationer, og
- v. utdaler sig inden for sit område i alle sager af betydning for uddannelse og undervisning og drøfter forhold om uddannelse og undervisning, som rektor eller den, rektor bemyndiger hertil, forelægger.

*Stk. 2.* Et studienævn er beslutningsdygtigt, når formanden og mindst halvdelen af VIP medlemmer og mindst halvdelen af de studerende er til stede. Et studienævn træffer afgørelser ved simpel stemmeflerthed. Ved stemmelighed bortfalder forslaget.

### Ph.d.-udvalg

#### **§ 16**

Rektor nedsætter ph.d.-udvalg. Et ph.d.-udvalg kan højest have 8 medlemmer og 4 suppleanter.

*Stk. 2.* Til ph.d.-udvalg vælges et lige stort antal medlemmer blandt det videnskabelige personale (VIP) og de ph.d.-studerende. VIP vælges af og blandt de VIP, som er ansat på IT-Universitetet som adjunkt eller derover, og som fortsat har ansættelse i minimum 1 år frem fra tidspunktet for valgets afholdelse. Ansatte ph.d.-studerende henregnes ikke til denne valggruppe i forbindelse med valg til ph.d.-udvalg. Valgperioden for denne valggruppe er 4 år. De ph.d.-studerende vælges af og blandt personer, der er indskrevet på ph.d.-studiet på IT-Universitetet og tilknyttet den pågældende ph.d.-skole, såvel den første i den måned, hvor der udskrives valg, som på tidspunktet for valgets afholdelse. Valgperioden for denne gruppe er 1 år.

*Stk. 3.* Formand og næstformand for ph.d.-udvalg udpeges af rektor efter indstilling fra pågældende ph.d.-udvalg, der indstiller formand blandt ph.d.-udvalgets VIP og næstformand blandt ph.d.-udvalgets ph.d.-studerende.

*Stk. 4.* Ved afholdelse af valg til ph.d.-udvalg følges de til enhver tid gældende regler for valg på IT-Universitetet.

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### **§ 17**

Ph.d.-udvalget

1. indstiller sammensætningen af ph.d.-bedømmelsesudvalg til rektor,
2. godkender ph.d.-kurser,
3. udarbejder forslag om interne retningslinjer for ph.d.-skolen, herunder ph.d.-vejledning, til ph.d.-skolelederen,
4. uttaler sig om evaluering af ph.d.-uddannelsen og –vejledning til ph.d.-skolelederen,
5. godkender ansøgninger om merit og dispensation,
6. uttaler sig inden for sit område i alle sager af betydning for ph.d.-uddannelse og -vejledning, som rektor eller den, rektor bemyndiger hertil, forelægger,
7. bistår ph.d.-skolelederen med planlægning af ph.d.-skolens uddannelse, herunder internationale ophold, og
8. bistår ph.d.-skolelederen med løbende evalueringer af skolens aktiviteter.

*Stk. 2.* Et ph.d.-udvalg er beslutningsdygtigt, når formanden og mindst halvdelen af VIP medlemmer og mindst halvdelen af de ph.d.-studerende er til stede. Ph.d.-udvalget træffer afgørelser ved simpel stemmeflerthed. Ved stemmelighed er formandens stemme afgørende.

Andre nævn og udvalg

### **§ 18**

Der etableres for IT-Universitetet samarbejds- og sikkerhedsudvalg, jf. Cirkulære om aftale om samarbejde og samarbejdsudvalg i statens virksomheder og institutioner.

## **C. Institutter og ph.d.-skoler**

### **§ 19**

På IT-Universitetet etableres et antal institutter, hvor undervisning og forskning finder sted.

### **§ 20**

På IT-Universitetet etableres et antal ph.d.-skoler, hvor ph.d.-uddannelserne finder sted.

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### **D. Institutleder og studieleder og ph.d.-skoleleder**

#### Institutleder

##### **§ 21**

Institutledere ansættes og afskediges af rektor.

*Stk. 2.* Lederen af hvert enkelt institut varetager instituttets daglige ledelse, herunder planlægning og fordeling af arbejdsopgaver. Institutlederen kan pålægge medarbejdere at løse bestemte opgaver. Det videnskabelige personale har forskningsfrihed og forsker frit inden for universitetets forskningsstrategiske rammer i den tid, hvor de ikke er pålagt opgaver. Universitetets forskningsstrategiske rammer dækker hele universitetets profil. Det videnskabelige personale må ikke over længere tid pålægges opgaver i hele deres arbejdstid, således at de reelt fratages deres forskningsfrihed.

*Stk. 3.* Institutlederen sikrer kvalitet og sammenhæng i instituttets forskning og undervisning og skal med inddragelse af studienævn og studieleder følge op på evaluering af uddannelse og undervisning.

#### Studieleder

##### **§ 22**

Studielederen udpeges og afsættes af rektor efter indstilling fra studienævnet.

*Stk. 2.* Studielederen har til opgave i samarbejde med studienævnet at forestå den praktiske tilrettelæggelse af undervisningen og af prøver og anden bedømmelse, der indgår i eksamen. Studielederen godkender opgaveformulering og afleveringstidspunkt for kandidatspecialer samt i tilknytning hertil en plan for vejledningen af den studerende.

#### Ph.d.-skoleleder

##### **§ 23**

Ph.d.-skolelederen udpeges og afsættes af rektor. Rektor kan efter samråd med ph.d.-udvalget udpege formanden for ph.d.-udvalget som ph.d.-skoleleder.

*Stk. 2.* Ph.d.-skolelederen har det overordnede ansvar for ph.d.-skolens uddannelse. Ph.d.-skolelederen har til opgave med inddragelse af ph.d.-udvalget at planlægge ph.d.-skolens uddannelse, herunder internationale ophold og forestå løbende evalueringer af ph.d.-skolens aktiviteter. Ph.d.-skolelederen indstiller til rektor om opfølgning på disse evalueringer. Ph.d.-skolelederen skal endvidere udpege ph.d.-vejledere efter regler fastsat af IT-Universitetet og godkende ph.d.-studerende efter indstilling fra VIP-repræsentanterne i ph.d.-udvalget.

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### **E. Andre forhold**

#### **§ 24**

Klager behandles i overensstemmelse med de til enhver tid gældende regler herfor.

#### **§ 25**

IT-Universitetet kan som et led i at koordinere og styrke it-uddannelserne i regionen, indgå udliciteringsaftaler om uddannelsessamarbejder med Copenhagen Business School - Handelshøjskolen, Roskilde Universitet, Danmarks Tekniske Universitet og Københavns Universitet samt andre uddannelsesinstitutioner. Sådanne aftaler skal være skriftlige eller elektroniske og forsynet med digital signatur og skal sikre IT-Universitetets faglige indflydelse på og evaluering af sådanne udliciterede uddannelser.

#### **§ 26**

IT-Universitetet gennemfører hvert semester en samlet elektronisk evaluering af IT-Universitetets kurser, undervisere og IT-Universitetet som helhed.

### **V. Uddannelse og forskning**

#### **§ 27**

IT-Universitetet udbyder uddannelser på master-, diplom-, bachelor-, kandidat- og ph.d.-niveau samt kortere videre- og efteruddannelsesforløb samt kursusvirksomhed.

#### **§ 28**

IT-Universitetet skal nedsætte det nødvendige antal aftagerpaneler, der sammensættes af eksterne medlemmer, som tilsammen har erfaring med og indsigt i IT-Universitetets uddannelsesområde og de ansættelsesområder, som uddannelserne giver adgang til.

*Stk. 2.* Aftagerpanelerne har til opgave at rådgive rektor og studieleder ved udvikling af eksisterende og nye uddannelser samt ved udvikling af nye undervisnings- og prøveformer. Aftagerpanelerne kan endvidere afgive udtalelse og stille forslag til universitetet om alle spørgsmål, der vedrører uddannelsesområdet. Aftagerpanelerne skal således bidrage til at sikre, at der er overensstemmelse mellem IT-Universitetets udbud af uddannelser og det af aftagerne efterspurgte kompetencebehov. Desuden bistår Executive-level Employers' Panel

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ved udpegning af nye eksterne bestyrelsesmedlemmer, jf. reglerne i tillæg 1, § 1, stk. 3, nr. 2,  
jfr. § 1, stk. 4.

### **VI. Vedtægtsændringer**

#### **§ 29**

Bestyrelsen kan fremsætte forslag til og vedtage ændringer af nærværende vedtægter i overensstemmelse med reglerne i § 7, stk. 1, nr. 13. Vedtægtsændringer skal godkendes af Styrelsen for Institutioner og Uddannelsesstøtte.

### **VII. Tegning**

#### **§ 30**

IT-Universitetet tegnes af rektor med undtagelse af dispositioner over fast ejendom, hvor IT-Universitetet tegnes af bestyrelsесformanden sammen med et andet bestyrelsesmedlem.

### **VIII. Regnskab og revision m.v.**

#### **§ 31**

Bestyrelsen kan antage ekstern bistand til kontrol og styring af IT-Universitetets budgetter og regnskabsrapportering.

*Stk. 2.* IT-Universitetets bestyrelse udarbejder særskilt årsrapport.

*Stk. 3.* IT-Universitetets regnskab opstilles og revideres efter reglerne i universitetslovens § 28.

### **IX. Ikrafttræden**

#### **§ 32**

Nærværende vedtægter træder i kraft, når de er godkendt af Styrelsen for Institutioner og Uddannelsesstøtte.

### **X. Tillæg**

#### **§ 33**

Tillæg 1: Procedurer for indstilling og udpegning af bestyrelsесformanden og de øvrige eksterne medlemmer af IT-Universitetets bestyrelse.

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Tillæg 2: Ansættelses- og afskedigelsesprocedure for rektor, prorektor, universitetsdirektør, og institutledere samt udpegnings- og afsættelsesproceduren for studieledere og ph.d.-skoleledere.

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Vedtaget af bestyrelsen den 23/11-1712/4-18

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Maria Rørbye Rønn  
Bestyrelsесformand

Godkendt af Styrelsen for Institutioner og Uddannelsesstøtte den 6/12-17x/x-18

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Nikolaj Veje  
Direktør

**Tillæg 1**  
**til vedtægter for IT-Universitetet i København**

**Procedurer for indstilling og udpegning af bestyrelsесformanden og de øvrige eksterne medlemmer af IT-Universitetets bestyrelse**

Dette dokument indeholder en beskrivelse af procedurerne for indstilling og udpegning af bestyrelsесformanden og de øvrige eksterne bestyrelsесmedlemmer, herunder kravene til bestyrelsесformandens og de øvrige eksterne bestyrelsесmedlemmers profil, kvalifikationer og uafhængighed.

**§ 1 Indstillings- og udpegningsprocedurer og opgaver for udpegningsorganet og indstillingsorganet**

Universitetet nedsætter et organ, der udpeger bestyrelsесformanden og de øvrige eksterne bestyrelsесmedlemmer (udpegningsorganet) og et andet organ, der indstiller formanden og de øvrige eksterne medlemmer (indstillingsorganet) i overensstemmelse med de beskrevne procedurer i indeværende tillæg.

*Stk. 2. De eksterne bestyrelsесmedlemmer udpeges for en periode på fire år med mulighed for genudpegning én gang, jr. vedtægtens § 6, stk. 1.*

*Stk. 3. Universitetet nedsætter for en 4-årig periode et udpegningsorgan bestående af 8 medlemmer, heraf 5 medlemmer fra erhvervsliv, myndigheder og øvrige uddannelsesinstitutioner m.v.:*

- 1. To medlemmer fra ITU Executive-level Employers' Panel, udpeget af panelet selv blandt panelets medlemmer, jf. dog stk. 4.
- 2. Et medlem fra hver af ~~de~~tre største ikke-offentlige bidragydere i den forgangne 4-årige periode til IT-Universitetet i Københavns eksternt finansieret ~~tde~~ forskning, udpeget af den respektive ikke-offentlige bidragyder selv blandt dens ledelse. De bidragydere, der har erklæret sig villige til at deltage, prioriteres ud fra faldende størrelse af deres bidrag, sådan at de største bidragydere prioriteres først.
- 3. Studienævnsformanden,
- 4. Formanden for IT-Universitetet i Københavns studenterorganisation (Student Council), og
- 5. Én repræsentant for de eksterne bestyrelsесmedlemmer; sidstnævnte kan ikke være bestyrelsесformanden.

*Stk. 4. Hvis der blandt de ikke-offentlige bidragydere, jf. stk. 3, nr. 2, ikke kan findes tre bidragydere, der er villige til at deltage, suppleres det manglende antal bidragydere med medlem(mer) fra ITU Executive-level Employers' Panel, udpeget af panelet selv blandt panelets medlemmer.*

*Stk. 54. Medlemmerne af udpegningsorganet kan højest være udpeget i en sammenhængende periode på otte år. ~~Udpegningsorganet vælger blandt sine~~ De fem eksterne medlemmer (~~de~~ ~~de~~ medlemmer fra ITU Executive-level Employers' Panel og ~~de~~ ~~tre~~ medlemmer fra de største ikke-offentlige bidragydere til IT-Universitetet i Københavns eksternt finansieret ~~tde~~ forskning) – ~~der~~ udpeges i deres personlige egenskab og må ikke være medlemmer af universitetets bestyrelse eller være ansat eller studerende på universitetet. Udpegningsorganet vælger*

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blandt de fem eksterne medlemmer, ~~sinen~~ formand. Formanden skal have erfaring med ledelse og bred indsigt i samfundsmaessige forhold. Formandens stemme er afgørende i tilfælde af stemmelighed. De fem eksterne medlemmer skal tilsammen afspejle universitetets brugere og aftagere, have indsigt i universitetets opgaver og skal tilsammen have indsigt i forskning, forskningsbaseret uddannelse, ledelse, organisation og økonomi, herunder vurdering af budgetter og regnskaber.

Stk. 56. Udpegningsorganet udpeger to medlemmer, der ikke kan være medlemmer af udpegningsorganet, bestyrelsen, ansatte eller studerende på universitetet, til indstillingsorganet, jf. stk. 78. De pågældende udpeges i deres personlige egenskab.

Stk. 67. Senest tre måneder forud for udløbet af de eksterne bestyrelsesmedlemmers periode, herunder bestyrelsesmandens periode, overvejer udpegningsorganet, om organet anser det for hensigtsmaessigt, at de eksterne bestyrelsesmedlemmer, herunder bestyrelsesformanden, får mulighed for at fortsætte yderligere fire år. I bekræftende fald, og hvis de eksterne bestyrelsesmedlemmer, herunder formanden, er villige til at påtage sig en ny periode, foretager udpegningsorganet genudpegning. Genudpegning af bestyrelsesformanden forelægges til ministerens godkendelse.

Stk. 78. Det tilstræbes, at universitetet senest tre måneder før et eksternt medlem, herunder formanden, træder ud af bestyrelsen, nedsætter et indstillingsorgan bestående af:

- Bestyrelsesformanden, der er formand for indstillingsorganet, jf. dog stk. 910,
- Et eksternt bestyrelsesmedlem,
- Et internt bestyrelsesmedlem,
- En repræsentant udpeget af Uddannelses- og Forskningsministeriet, og
- To medlemmer udpeget af udpegningsorganet.

Stk. 89. Ved nedsættelsen af indstillingsorganet beslutter udpegningsorganet, om indstillingsorganets opgave vedrører én eller flere indstillinger til udpegningsorganet.

Stk. 910. Ved indstilling af ny bestyrelsesformand udpeger udpegningsorganet en formand for indstillingsorganet. Formanden for indstillingsorganet udpeges i sin personlige egenskab, kan ikke være medlem af udpegningsorganet, universitetets bestyrelse eller være ansat eller studerende på universitetet og skal have kompetencer svarende til de krav, der stilles til bestyrelsesformanden.

Stk. 1011. Indstillingsorganet skal på baggrund af udarbejdede kompetenceprofiler i åbent opslag annoncere efter forslag til nye eksterne medlemmer, herunder ny bestyrelsesformand, til bestyrelsen samt sikre, at de indstillede kandidater opfylder gældende kvalifikationskrav jf. universetslovens § 12, stk. 2, og stk. 3, 3. og 4. pkt. Indstillingsorganet udarbejder en liste til udpegningsorganet med minimum én ekstra kandidat end det påkrævede antal af eksterne bestyrelsesmedlemmer, der skal udskiftes.

Stk. 1112. Udpegningsorganet udpeger på baggrund af indstillingsorganets liste bestyrelsesformanden og de øvrige eksterne medlemmer af bestyrelsen og påser, at de eksterne medlemmer opfylder betingelserne i dette tillægs § 2. Den udpegede bestyrelsesformand skal godkendes af ministeren. Udpegningsorganet kan bede om en ny indstilling, hvis de indstillede kandidater efter udpegningsorganets opfattelse ikke i fornødent omfang opfylder kravene til bestyrelsens sammensætning eller gældende kvalitets- og uafhængighedskrav, jf. dette tillægs §§ 2 og 3.

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| *Stk. 1213.* Såfremt et eller flere af de siddende eksterne medlemmer af bestyrelsen, herunder formanden, udtræder af bestyrelsen inden udløbet af den 4-årige periode, udpeges i overensstemmelse med den beskrevne procedure i stk. 6-117-12, et nyt eksternt bestyrelsesmedlem for en 4-årig periode.

| *Stk. 1314.* Hvis siddende eksterne bestyrelsesmedlemmer indstilles og udpeges som bestyrelsesformand, vil den periode, bestyrelsesmedlemmet har siddet i bestyrelsen, tælle med i den samlede maksimale udpegningsperiode.

### **§ 2 Kvalifikationer**

De eksterne medlemmer af bestyrelsen udpeges i deres personlige egenskab.

*Stk. 2.* De eksterne bestyrelsesmedlemmer skal tilsammen have erfaring med og indsigt i forskning, forskningsbaseret uddannelse, vidensformidling, videnudveksling og universitetets opgaveområder efter universitetslovens § 2, stk. 4, med henblik på at kunne varetage den overordnede og strategiske ledelse af universitetet. De eksterne medlemmer skal have en kandidatuddannelse eller en uddannelse på tilsvarende niveau, og mindst ét af de eksterne medlemmer skal have erfaring som anerkendt forsker.

*Stk. 3.* De eksterne medlemmers kompetencer skal tilsammen afspejle universitetets opgaver, jf. universitetslovens § 2, og tilsammen skal de eksterne medlemmer have indsigt i forskning, forskningsbaseret uddannelse, ledelse, organisation og økonomi, herunder vurdering af budgetter og regnskaber. Bestyrelsens formand skal have erfaring med strategisk ledelse af en stor virksomhed eller organisation og væsentlig indsigt i samfundsmæssige forhold.

### **§ 3 Uafhængighed**

De eksterne medlemmer af bestyrelsen skal være uafhængige. De eksterne medlemmer må således ikke

- modtage mandat fra en organisation, offentlig myndighed eller virksomhed,
- have en væsentlig økonomisk eller anden tilsvarende interesse i IT-Universitetet,
- have haft en fremtrædende ledelsespost på IT-Universitetet inden for de seneste ti år,
- fungere som professionel rådgiver eller udføre opgaver af lignende karakter for IT-Universitetet,
- have en væsentlig økonomisk interesse i en virksomhed, der fungerer som professionel rådgiver eller udfører opgaver af lignende karakter for IT-Universitetet,
- være indskrevet som studerende på IT-Universitetet eller

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- være ansat på IT-Universitetet, herunder som censor eller som adjungeret professor eller adjungeret lektor.

**Tillæg 2  
til vedtægter for IT-Universitetet**

**1. Rekruttering af rektor**

Bestyrelsen ansætter rektor, jf. universitetslovens § 10, stk. 7, og vedtægternes § 7, stk. 1, nr. 9.

Kvalifikationskrav

Rektor skal være en anerkendt forsker, som begrebet er defineret i lov om forskningsrådgivning m.v., inden for et af universitetets fagområder og have indsigt i uddannelsessektoren. Rektor skal desuden have erfaring med ledelse og organisering af forskningsmiljøer og have indsigt i et universitets virke og samspil med det omgivende samfund, jf. universitetslovens § 14, stk. 2.

Bestyrelsen kan fastsætte supplerende kvalifikationskrav.

Stillingsopslag

Personaleafdelingen udarbejder et stillingsopslag og eventuelt en stillingsbeskrivelse, der godkendes af bestyrelsen.

Bestyrelsen træffer beslutning om, hvor stillingen skal annonceres, dvs. i hvilke fagblade/dagblade, samt om ansøgningsfristens længde, der dog minimum er på 14 dage fra annonceringen.

Stillingen opslås efter de gældende regler om stillingsopslag i staten.

Kontaktperson i forbindelse med stillingsopslaget er bestyrelsesformanden.

Ansættelsesprocedurer

Ansættelsesprocedurerne skal sikre, at rektor har faglig og ledelsesmæssig legitimitet.

Ansøgninger adresseres til bestyrelsesformanden, som træffer afgørelse om, hvilke ansøgere der skal indkaldes til samtale. Bestyrelsesformanden afholder samtaler med relevante ansøgere og fremkommer på den baggrund med en begrundet skriftlig indstilling om ansættelse til bestyrelsen. Bestyrelsen kan beslutte at benytte sig af eksterne rekrutteringsekspertes og tests.

Ved vurdering af, hvorvidt en ansøger opfylder universitetslovens krav om, at rektor skal være en anerkendt forsker, som begrebet er defineret i lov om forskningsrådgivning m.v., inden for et af universitetets fagområder, lægges det til grund, at ansøgeren i en årrække dels på videnskabeligt plan aktivt har beskæftiget sig med forskning, som er på mindst lektor- eller seniorforskerniveau, dels er blevet bedømt som kvalificeret af et fagkyndigt udvalg i forbindelse med en ansøgning til et lektorat på et universitet, en seniorforskerstilling på en sektorforskningsinstitution eller til en stilling på tilsvarende niveau ved en udenlandsk forskningsinstitution. Hvis en potentiel kandidat ikke er i besiddelse af en sådan fagkyndig bedømmelse, nedsætter bestyrelsen et udvalg, der sammensættes som et bedømmelsesudvalg, der skal bedømme, om ansøgerens videnskabelige aktivitet og produktion kan kvalificere ansøgeren som anerkendt forsker. Hvis bestyrelsen selv besidder

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samme kompetence, som forudsat af et bedømmelsesudvalg, kan bestyrelsen dog selv foretage bedømmelsen.

### Ansættelsesvilkår

Bestyrelsen træffer afgørelse om ansættelsesvilkårene under hensyn til statens gældende regler herom.

### **2. Afsked af rektor**

Bestyrelsen afskediger rektor, jf. universitetslovens § 10, stk. 7, og vedtægternes § 7, stk. 1, nr. 9.

Såfremt bestyrelsen beslutter at søge iværksat en afsked af rektor, gennemføres en sag herom i henhold til universitetslovens § 29.

### **3. Rekruttering af prorektor**

Bestyrelsen ansætter prorektor efter indstilling fra rektor, jf. universitetslovens § 10, stk. 7, og vedtægternes § 7, stk. 1, nr. 10.

#### Kvalifikationskrav

Prorektor skal være en anerkendt forsker, som begrebet er defineret i lov om forskningsrådgivning m.v., inden for et af universitetets fagområder og have indsigt i uddannelsessektoren. Prorektor skal desuden have erfaring med ledelse og organisering af forskningsmiljøer og have indsigt i et universitets virke og samspil med det omgivende samfund, jf. universitetslovens § 14, stk. 2.

#### Stillingsopslag

Personaleafdelingen udarbejder stillingsopslag og eventuelt en stillingsbeskrivelse, der godkendes af bestyrelsen.

Rektor beslutter, hvor stillingen skal annonceres, dvs. i hvilke fagblade/dagblade, samt om ansøgningsfristens længde, der dog minimum er på 14 dage fra annonceringen.

Stillingen opslås efter de gældende regler om stillingsopslag i staten.

Kontaktperson i forbindelse med stillingsopslag er rektor.

#### Ansættelsesproceduren

Ansættelsesudvalget består af bestyrelsесformanden og rektor. Ansættelsesudvalget kan beslutte at benytte sig af eksterne rekrutteringsekspertes og tests. Ansættelsesudvalget afholder samtaler med relevante ansøgere og på den baggrund giver rektor en begrundet skriftlig indstilling om ansættelse til bestyrelsen.

Ved vurdering af, hvorvidt en ansøger opfylder universitetslovens krav om, at prorektor - som rektors stedfortræder - skal være en anerkendt forsker, som begrebet er defineret i lov om forskningsrådgivning m.v., inden for et af universitets fagområder, lægges det til grund, at ansøgeren i en årrække dels aktivt har beskæftiget sig med forskning, som er på mindst lektor

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eller seniorforskerniveau, dels er blevet bedømt som kvalificeret af et fagkyndigt udvalg i forbindelse med en ansøgning til et lektorat på et universitet, en seniorforskerstilling på en sektorforskningsinstitution eller til en stilling på tilsvarende niveau ved en udenlandsk forskningsinstitution. Hvis en potentiel kandidat ikke er i besiddelse af en sådan fagkyndig bedømmelse, nedsætter bestyrelsen et udvalg, der sammensættes som et bedømmelsesudvalg, der skal bedømme, om ansøgerens videnskabelige aktivitet og produktion kan kvalificere ansøgeren som anerkendt forsker. Hvis bestyrelsen selv besidder samme kompetence, som forudsat af et bedømmelsesudvalg, kan bestyrelsen dog selv foretage bedømmelsen.

### Ansættelsesvilkår

Bestyrelsen træffer efter indstilling fra rektor, jfr. universitetslovens § 10, stk. 7, og vedtægternes § 7, stk. 1, nr. 10, afgørelse om ansættelsesvilkårene under hensyn til statens gældende regler herom.

### **4. Afsked af prorektor**

Bestyrelsen afskediger efter indstilling fra rektor prorektor, jf. universitetslovens § 10, stk. 7, og vedtægternes § 7, stk. 1, nr. 10.

Såfremt bestyrelsen beslutter at søge iværksat afsked af prorektor, gennemføres en sag herom i henhold til universitetslovens § 29.

### **5. Rekruttering af universitetsdirektør**

Bestyrelsen ansætter universitetsdirektøren efter indstilling fra rektor, jf. universitetslovens § 10, stk. 7, og vedtægternes § 7, stk. 1, nr. 10.

### Kvalifikationskrav

Bestyrelsen kan efter indstilling fra rektor fastsætte kvalifikationskrav.

### Stillingsopslag

Personaleafdelingen udarbejder stillingsopslag og eventuelt en stillingsbeskrivelse, der godkendes af bestyrelsen.

Rektor beslutter, hvor stillingen skal annonceres, dvs. i hvilke fagblade/dagblade, samt om ansøgningsfristens længde, der dog minimum er på 14 dage fra annonceringen.

Stillingen opslås efter de gældende regler om stillingsopslag i staten.

Kontaktperson i forbindelse med stillingsopslag er rektor.

### Ansættelsesprocedurer

Ansættelsesudvalget er bestyrelsесformanden og rektor. Ansættelsesudvalget kan beslutte at benytte sig af eksterne rekrutteringsekspertes og tests. Ansættelsesudvalget afholder samtaler med relevante ansøgere og på den baggrund giver rektor en begrundet skriftlig indstilling om ansættelse til bestyrelsen.

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### Ansættelsesvilkår

Bestyrelsen træffer efter indstilling fra rektor, jfr. universitetslovens § 10, stk. 7, og vedtægternes § 7, stk. 1, nr. 10, afgørelse om ansættelsesvilkårene under hensyn til statens gældende regler herom.

### **6. Afsked af universitetsdirektør**

Bestyrelsen afskediger efter indstilling fra rektor universitetsdirektøren, jf. universitetslovens § 10, stk. 7, og vedtægternes § 7, stk. 1, nr. 10.

Såfremt bestyrelsen beslutter at søge iværksat afsked af universitetsdirektøren, gennemføres en sag herom i henhold til universitetslovens § 29.

### **7. Rekruttering af institutledere**

Rektor ansætter institutledere, jf. universitetslovens § 14, stk. 4, og vedtægternes § 11, stk. 1, nr. 8.

#### Kvalifikationskrav

Institutlederne skal være anerkendte forskere, som begrebet er defineret i lov om forskningsrådgivning m.v., og skal i relevant omfang have erfaring med uddannelse, jf. universitetslovens § 14, stk. 4, 2. pkt.

Rektor kan fastsætte supplerende kvalifikationskrav.

#### Stillingsopslag

Personaleafdelingen udarbejder stillingsopslag og eventuelt stillingsbeskrivelser, der godkendes af rektor.

Rektor beslutter, hvor stillingerne skal annonceres, dvs. i hvilke fagblade/dagblade, samt om ansøgningsfristens længde, der dog minimum er på 14 dage fra annonceringen.

Stillerne opslås efter de gældende regler om stillingsopslag i staten.

Kontaktperson i forbindelse med stillingsopslag er rektor.

#### Ansættelsesprocedurer

Ansættelsesprocedurerne skal sikre, at institutlederne har faglig og ledelsesmæssig legitimitet.

Ansættelsesudvalget består af rektor og to yderligere personer udpeget af rektor.

Ansættelsesudvalget kan beslutte at benytte sig af eksterne rekrutteringsekspert og tests.

Ansættelsesudvalget afholder samtaler med relevante ansøgere, og rektor træffer på den baggrund beslutning om ansættelse i institutlederstillerne.

Ved vurdering af, hvorvidt en ansøger opfylder universitetslovens krav om, at institutledere skal være anerkendte forskere, lægges det til grund, at ansøgeren i en årrække på videnskabeligt plan aktivt har beskæftiget sig med forskning på mindst lektor- eller seniorforskerniveau eller på et tilsvarende niveau ved et udenlandsk forskningsinstitution. Hvis en potentiel kandidat ikke er i besiddelse af en sådan fagkyndig bedømmelse, nedsætter rektor

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et udvalg, der sammensættes som et bedømmelsesudvalg, der skal bedømme, om ansøgerens videnskabelige aktivitet og produktion kan kvalificere ansøgeren som anerkendt forsker.

### **Ansættelsesvilkår**

Stillingen besættes på åremål for et tidsrum af indtil 6 år.

Åremålsansættelsen kan forlænges uden opslag i overensstemmelse med statens regler.

Genansættelse efter fornyet opslag kan ske højst 2 gange, eller i øvrigt hvis genansættelse er begrundet i objektive forhold.

Der kan i forbindelse med ansættelse af en institutleder forhandles om en tilbagegangsstilling som videnskabelig medarbejder på IT-Universitetet.

### **8. Afsked af institutledere**

Rektor afskediger institutledere, jf. universitetslovens § 14, stk. 4, og vedtægternes § 11, stk. 1, nr. 8.

Såfremt rektor beslutter at søge iværksat afsked af en institutleder, gennemføres en sag herom i henhold til universitetslovens § 29.

### **9. Udpegnings af studieledere**

Rektor udpeger efter indstilling fra studienævnet studieledere, jf. vedtægternes § 11, stk. 1, nr. 9.

#### **Kvalifikationskrav**

Studielederen skal være en videnskabelig medarbejder.

Rektor kan fastsætte supplerende kvalifikationskrav til studielederen.

### **10. Afsættelse af studieledere**

Rektor afsætter efter indstilling fra studienævnet studieledere, jf. vedtægternes § 11, stk. 1, nr. 9.

### **11. Udpegnings af ph.d.-skoleledere**

Rektor udpeger ph.d.-skoleledere, jf. universitetslovens § 14, stk. 5, og vedtægternes § 11, stk. 1, nr. 10.

#### **Kvalifikationskrav**

I forbindelse med udpegningen skal det sikres, at ph.d.-skolelederen har faglig og ledelsesmæssig legitimitet.

Ph.d.-skolelederen skal være anerkendt forsker, som begrebet er defineret i lov om forskningsrådgivning m.v., og i relevant omfang have erfaring med uddannelse, jf. universitetslovens § 14, stk. 5, 2. pkt.

## **Enclosure 7a**

Ved vurdering af, hvorvidt den udpegede ph.d.-skoleleder opfylder universitetslovens krav om, at ph.d.-skoleledere skal være anerkendte forskere, lægges det til grund, at ph.d.-skolelederen i en årrække på videnskabeligt plan aktivt har beskæftiget sig med forskning, og som er på mindst lektor- eller seniorforskerniveau eller på et tilsvarende niveau ved en udenlandsk forskningsinstitution. Hvis en potentiel kandidat ikke er i besiddelse af en sådan fagkyndig bedømmelse, nedsætter rektor et udvalg, der sammensættes som et bedømmelsesudvalg, der skal bedømme, om ansøgerens videnskabelige aktivitet og produktion kan kvalificere ansøgeren som anerkendt forsker.

### **12. Afsættelse af ph.d.-skoleledere**

Rektor afsætter ph.d.-skoleledere, jf. vedtægternes § 11, stk. 1, nr. 10.

**ARTICLES OF ASSOCIATION of  
The IT University of Copenhagen (ITU)  
(a translation of the Danish version)**

In pursuance of section 13, subsection 1, in the Danish University Act, cf. legal announcement no. ~~261 of  
March 18, 2015, as amended at the latest by act no. 699 of June 8, 2017 and act no. 700 of June 8, 2017~~  
~~172 of February 27, 2018~~, is laid down:

**I. Name and location**

**Section 1**

The name of the university is IT-Universitetet i København (ITU), in English the IT University of Copenhagen. The IT University is a state-funded, self-governing institution whose registered office and venue is in the Municipality of Copenhagen. The IT University is covered by the Minister for Higher Education and Science's supervisory authority.

**II. Purpose**

**Section 2**

The purpose of the IT University is to conduct research and provide research-based teaching in Information Technology up to the highest international levels. The IT University shall strive to generate a public/private sector partnership in both its educational offering and its research to promote IT value creation in Denmark. Based on its research, the IT University is able to carry out projects for a minister as agreed with that Minister. The IT University's remit is to develop and implement educational programmes which are attractive to a large number of people and which are suitable for providing them with IT skills and proficiencies relevant to current demand. The IT University shall further through its research contribute to scientific education and innovation.

**III. Financial basis**

**Section 3**

The IT University is financed primarily by way of the Minister for Higher Education and Science's grant for educational, research and communication activities and other activities undertaken by the IT University, including Danish taximeter-model grants, private research funding, research funding from national and EU research programmes and financing activities.

**IV. Organisation**

**Section 4**

The IT University is managed by a Board of Directors and the Executive Management. The Executive Management shall comprise at least the Vice Chancellor and a pro-rector or University Director. The IT University consists of a number of scientific and administrative departments. The number and life of the scientific and administrative departments and to whom the Heads of Department report shall be determined by the Board of Directors on the basis of the Vice Chancellor's recommendations. The applicable organisation of the IT University is described in the Organisational Chart, which constitutes a separate document. Each scientific department shall have a Head of Department and each section shall have a Head of Section who manages the staff of the section. The Heads of the Department and the Heads of the Section

shall report to a member of the Executive Management unless otherwise indicated in the Organisational Chart.

*Sub-section 2* The applicable Organisational Chart for the IT University shall be published on the IT University's website.

*Sub-section 3* Participation and involvement of staff and students shall be ensured through the IT University's collegiate bodies, groups and committees. The existing collegiate bodies, groups and committees and their composition are described in the IT University's Organisational Chart and on its intranet.

#### **A. Management**

##### The Board of Directors

###### **Section 5**

The IT University's Board of Directors shall consist of one Chairman and eight Board Members. The Chairman and four Board Members shall be external members, one member shall be elected by and from among the IT University's scientific staff, including employed PhD students (VIP members), one member shall be elected by and from among the technical/administrative staff at the IT University (TAP members) and two members shall be elected by and from among the students at the IT University.

###### **Section 6**

The five external members of the Board of Directors shall be represented by both genders, cf. the Danish Act on Gender Equality, and shall be appointed in their personal capacity for a period of four years by the appointment committee on the recommendation of the appointed recommendation committee, cf. the procedure described in Appendix 1. Reappointment may only take place once. Does the reappointment result in an external member's appointment period being prolonged without interruption, the reappointment can be decided by the appointment committee according to the described appointment procedure in Appendix 1, section 1, subsection 6*2*. The re-appointment of the Chairman of the Board is put forward to the minister for approval.

*Sub-section 2* The VIP member shall be elected by and from among the scientific staff at the IT University, including employed PhD students, for a period of four years. Reappointment may only take place once. Anyone employed at the IT University to conduct research or to teach and who has an employment contract for a minimum of one year from the date of the election shall be electable and entitled to vote.

*Sub-section 3* The TAP member shall be elected by and from among the technical-administrative staff at the IT University for a period of four years. Reappointment may only take place once. Anyone employed at the IT University at the IT University as a technical/administrative employee and has an employment contract for a minimum of one year from the date of the election shall be electable and entitled to vote.

*Sub-section 4* Students shall be elected by and from among the students at the IT University for a period of two years. Reappointment may only take place once. Students shall be elected for staggered periods so that one is elected in even years and another in odd years. Any student taken in and registered on a Bachelor's, Master's or Diploma course at the IT University both on the first day of the month in which the election is called and on the date of the election itself shall be electable and entitled to vote.

*Sub-section 7* The Board of Directors may decide to elect a Deputy Chairman from among its external Board Members.

**Section 7**

The Board of Directors is the highest authority of the IT University and is responsible for the overriding and strategic management of the university. The Board of Directors has the overriding responsibility that the IT University is engaged in research and deliver research-based teaching up to the highest international level within all its subject areas. The Board of Directors has the overriding responsibility that the research and educations of the university are developed continuously. The Board of Directors shall administer the means of the university efficiently and for the best possible benefit of the society, and ensure that staff and students participate and are involved in important decisions.

The Board of Directors

1. on the recommendation of the Vice Chancellor approves the IT University's budget, including the distribution of its overall resources and principles for the use of the resources and signs the IT University's annual report
2. on the proposal of the Vice Chancellor carries out continuous monitoring and control of the IT University's finances
3. determines the IT University's educational offering as the creation of new educations and/or courses must be prequalified, accredited and approved according to the Danish Act on Accreditation of Institutions of Higher Education and the Danish University Act or by invitations to tenders outside Denmark according to international quality assurance systems with subsequent approval by the Danish Agency for Science and Higher Education,
4. on the recommendation of the Vice-chancellor approves general admission procedure guidelines
5. has overall responsibility for legality and grant control
6. determines the procedures for the recommendation and appointment of the Chairman of the Board and the other external Board Members
  
7. decides whether a Deputy Chairman should be elected from among the external members of the Board of Directors
8. appoints and dismisses the Vice-chancellor of the IT University
9. on the Vice Chancellor's recommendation appoints and dismisses the other Executive Management Members
10. determines the appointment and dismissal procedures for the Vice Chancellor, Pro-rector, University Director and Heads of Departments and the appointment and dismissal procedures for Head of Studies and the Heads of the PhD Schools as set out in Appendix 2 to these Articles of Association
11. lays down and amends the Organisational Chart on the recommendation of the Vice Chancellor
12. on the recommendation of the Vice Chancellor determines the election rules applicable to the election of VIP members, TAP members and students to the applicable collegiate bodies

13. prepares amendments to the IT University's Articles of Association which must be approved by the Danish Agency for Institutions and Educational Grants
14. prepares the Rules of Procedure for the Board of Directors and amendments hereto
15. on the proposal by the Vice Chancellor enters into strategic framework contracts with the Minister. The strategic framework contract must consist of strategic targets for the assignments of the university, and
16. enters into – if applicable – an agreement on conducting projects for a minister.

*Sub-section 2* The Board of Directors may pursuant to general rules authorise the Chairman of the Board of Directors to make decisions on behalf of the Board of Directors. Board meetings shall be held as required, but a minimum of three times a year.

*Sub-section 3* The Chairman of the Board of Directors and the other external Board Members shall receive separate remuneration according to the Circular on Separate Remuneration.

## **Section 8**

Board meetings shall be public. Matters covered by the provisions contained in law for confidentiality in public administration, all personal matters and matters involving information about contract negotiations with private individuals or similar negotiations with public partners shall be dealt with behind closed doors. Matters may also deal with behind closed doors if their nature or other circumstances should warrant it.

*Sub-section 2* The Board's meeting material, including agendas and minutes, shall – subject to applicable law – be made publicly available.

*Sub-section 3* Matters governed by provisions contained in law for confidentiality in public administration may not be made public. A document or item of information that forms part of a matter or case which is subject to confidentiality shall, however, be made public according to sub-section 2 if the document or item of information is not in itself subject to confidentiality.

*Sub-section 4* Personal matters and matters involving information about contract negotiations with private individuals or similar negotiations with public sector partners may be exempted from the requirement that board meeting material be made public if the nature or circumstances of the case should warrant it. A document or an item of information that forms part of a matter covered by point 1, shall, however, be made public according to sub-section 2 unless the publication would contravene the premises that non-publication according to point 1 stipulates.

*Sub-section 5*. Matters, including documents and information about these that are dealt with behind closed doors, cf. sub-section 1, third point, may be exempted from the requirement that board meeting material be made public if the nature or circumstances of the case should make this absolutely necessary.

## The Chairman of the Board of Directors

## **Section 9**

The Chairman of the Board has the overriding responsibility of organizing the work of the board. On behalf of the university, the Chairman of the Board is responsible for the strategic dialogue with the minister and participates in the minister's meetings with the Chairmen of the board at least twice a year. On the basis of a standing authority from the Board of Directors, the Chairman of the Board may represent the Board of Directors.

*Sub-section 2* The Chairman shall additionally manage property with another Board Member and make decisions on behalf of the Board of Directors with the Board's authorisation, cf. Section 7, sub-section 2.

*Sub-section 3* The Chairman of the Board shall strive to ensure that the discussions of the Board of Directors take place in the presence of all Board Members and that all important decisions are made by the entire Board.

**Deputy Chairman****Section 10**

If the Board of Directors decides from among its external members to elect a Deputy Chairman, the Deputy Chairman may take decisions on behalf of the Chairman of the Board with the Chairman's authorisation, cf. however Section 9, sub-section 2.

*Sub-section 2* In the absence of the Chairman, the Deputy Chairman shall additionally handle the Chairman's tasks according to these Articles of Association and the agenda for the Board of Directors and the authorisation and obligations assigned to the Chairman of the Board in these Articles of Association and the agenda, cf. however Section 9, sub-section 2.

**The Vice Chancellor****Section 11**

The Vice Chancellor

1. answers to the Board of Directors in all matters
2. has the responsibility for the general management of the IT University within the framework set out by the Board of Directors. This management includes all staff employed at the IT University
3. ensures quality development of the educational and research offering across the IT University
4. recommends the budget to the Board of Directors, including proposals for the distribution of total resources and proposals for the use of such resources, is responsible for submitting accounts and for keeping the Board of Directors continuously informed of financial developments pertaining to the IT University and signs the IT University's annual report
5. manages the IT University's grants and earnings in general according to the budgets and guidelines approved by the Board of Directors as well as current legislation and grant frameworks
6. prepares proposals for the Board of Directors pertaining to the general guidelines for the IT University's research and educational offering and the IT University's long-term activities and development and prepares action plans for the implementation of the research and course strategies approved by the Board of Directors
7. recommends the appointments and dismissals of other members of the Executive Management to the Board of Directors
8. appoints and dismisses the IT University's other staff, including the rest of the Executive Management

9. appoints and dismisses Head of Studies on the recommendation of the Study Boards and approves study programmes and amendments of these as proposed by the Study Boards
10. appoints and dismisses the Heads of the PhD Schools and initiates international assessment of the PhD schools with the involvement of the Heads of the PhD Schools and follows up on evaluations, including international assessments
11. recommends the Organisational Chart and amendments to this for approval by the Board of Directors
12. negotiates and agrees salary and employment terms, cf. Section 29 of the Danish University Act, within the framework approved by the Chairman of the Board
13. appoints Academic Council
14. on the recommendation of the Academic Council approves the composition of assessment committees for scientific positions
15. appoints Study Boards, determines the size of Study Boards, cf. Section 14, sub-section 1, determines whether indirect elections should be held to a Study Board through the election of other professional collegiate bodies at the IT University, cf. Section 14, sub-section 3, and approves the chairman and deputy chairman of the Study Boards on the recommendation of the Study Boards concerned, cf. Section 14, sub-section 13
16. appoints PhD School Councils, determines the size of PhD School Councils, cf. Section 16, sub-section 1, and appoints the chairman and deputy chairman, if applicable, for PhD School Councils on the recommendation of the PhD School Councils concerned
17. ensures the calling – and is responsible for the legality control – of elections to the IT University's collegiate bodies
18. determines the rules for student disciplinary measures
19. after open discussion with the applicable collegiate bodies, groups and committees at the University prepares proposals for strategic framework contracts on the IT University's assignments for submission to the Board of Directors and
20. binds the IT University with the exception of matters of property, cf. Section 9, sub-section 2, and makes decisions in all matters unless such decisions are the remit of the Board of Directors, Academic Council, a Study Board or a PhD School Council.

*Sub-section 2* The Vice Chancellor shall ensure that the IT University at all times complies with current legislation and regulations and shall be under obligation to take any action that may be necessary to ensure good and sound management of the IT University, whether such action is described in these Articles of Association or not.

*Sub-section 3* The Vice Chancellor shall be entitled to authorise the other members of the Executive Management to take decisions on behalf of the Vice-chancellor or to handle a number of the Vice Chancellor's duties.

**B. Councils, boards and committees**Academic Council**Section 12**

The Vice Chancellor shall appoint an Academic Council of which he/she is him/herself a member. The Academic Council consists of the Vice Chancellor and four other members. Two members shall be elected by and from among the scientific staff at the IT University, including employed PhD students (VIP members), and two members shall be elected by and from among the students at the IT University. The Academic Council shall elect its chairman from among the Council's VIP members and the Vice Chancellor.

*Sub-section 2* The VIP members shall be elected by and from among the scientific staff at the IT University, including employed PhD students, for a period of four years. Re-election may only take place once. Anyone employed at the IT University at the IT University at the level of teaching assistant and above and has an employment contract for a minimum of one year from the date of the election shall be electable and entitled to vote.

*Sub-section 3* Students shall be elected by and from among the students at the IT University for a period of one year. Re-election may take place no more than three times. Any student registered on a Bachelor's, Master's or Diploma course at the IT University shall be electable and entitled to vote both in the first month in which elections are announced and the date of the election.

*Sub-section 4* The applicable rules for elections at the IT University shall be complied with in elections to the Academic Council.

### **Section 13**

#### The Academic Council

1. makes statements to the Vice Chancellor on the internal distribution of grants
2. makes statements to the Vice Chancellor on important strategic research and educational areas and plans for knowledge exchange
3. recommends to the Vice-chancellor the composition of expert committees assessing applicants for research positions
4. confers PhDs and doctorates
5. is able to make statements on all academic matters of importance to the activities of the IT University and
6. is under obligation to discuss academic matters presented by the Vice Chancellor.

*Sub-section 2* The Academic Council shall be competent to transact business when the chairman and at least one other member are present. The Academic Council shall take decisions by simple majority. In the event of a parity of votes, the chairman shall have the casting vote.

#### Study Board

### **Section 14**

The Vice Chancellor shall sets up the Study Board cover each course/study programme or several educations/study programmes. A study committee may have a maximum of 14 members.

*Sub-section 2* An equal number of members shall be elected to Study Board by and from among the scientific staff (VIP), including employed PhD students, and by and from among the students.

*Sub-section 3* Some of the members may be elected by indirect election to Study Board that cover several courses/ study programme by underlying professional collegiate bodies, which appoint members to the study committee from among themselves, cf. sub-sections 7-9. This provision has been added on dispensation granted by the Minister for Higher Education and Science, cf. Section 36 of the Danish University Act.

*Sub-section 4* The Vice Chancellor – or the person authorised by the Vice Chancellor – may appoint a number of professional collegiate bodies consisting of an equal number of VIPs and students representing one or more courses/study programmes and whose task shall be – in addition to appointing members to the Study Board – to recommend decisions and matters pertaining to courses and study programmes to the Study Board.

*Sub-section 5* VIP members of the Study Board shall be elected by and from among the VIPs teaching on the Study Board courses/ study programmes. VIP members of professional collegiate bodies shall be elected by and from among the VIPs teaching on the professional collegiate body's courses/ study programme. VIPs on study programme and professional collegiate bodies shall be employed at the IT University at the level of teaching assistant and above and have an employment contract for a minimum of one year from the date of the election. The election period for this group shall be four years. Students shall be elected by and from among the students taken in and registered for a Bachelor's, Master's or Diploma course in the area governed by the Study Board or professional collegiate body in question both on the first day of the month in which the election is called and the date of the election itself. The election period for this group shall be one year.

*Sub-section 6* To Study Board where some members are appointed by indirect election, cf. sub-section 3, an additional representative for VIPs and a representative for the students shall be elected by direct election.

*Sub-section 7* Indirect election of members to Study Board, cf. sub-section 3, shall take place by each professional collegiate body electing members to the Board, cf. sub-sections 8 and 9.

*Sub-section 8* The VIP members of a professional collegiate body shall elect a VIP from their midst to the Study Board. A VIP may be a member of several professional collegiate bodies, but the same VIP cannot represent two or more professional collegiate bodies on the same Study Board. If two or more professional collegiate bodies should elect the same VIP to a Study Board, the Vice Chancellor, or the person authorised by the Vice Chancellor, shall determine which professional collegiate body the VIP in question should represent on the Study Board. The other professional collegiate body or bodies shall then each elect a new representative from their midst.

*Sub-section 9* The students on a professional collegiate body shall elect a student from their midst to the Study Board.

*Sub-section 10* As regards an outsourced course/study programmes, cf. Section 25, the IT University may enter into an agreement with the institution contributing to the course/line that the institution should be represented by a full member of the professional collegiate body to which the course/study programmes belongs, i.e. a VIP teaching the course/study programmes. Such an agreement may determine that such a member should be appointed and not elected.

*Sub-section 11* The agreement, cf. sub-section 10, which entails that an appointed VIP who is not employed by the IT University should become a member of a collegiate body must require the approval of the Minister for Higher Education and Science, cf. Section 31 of the Danish University Act. The approval procedure pursuant to sub-section 11 is attached to these Articles of Association as an appendix.

*Sub-section 12* If the IT University enters into an agreement with an institution, cf. sub-section 10, an additional student shall be elected to the applicable professional collegiate body to ensure that the course group comprises an equal number of VIPs and students.

*Sub-section 13* Each Study Board shall elect a chairman from its midst among its VIP member employed at the IT University. The Study Board shall elect a deputy chairman from its midst among its students.

*Sub-section 14* The deputy chairman shall participate in the planning of the work of the Study Board.

*Sub-section 15* The applicable rules for elections at the IT University must be complied with in elections to Study Board and underlying professional collegiate bodies.

**Section 15****Study Board**

1. recommend a Head of Studies to the Vice Chancellor
2. ensure the planning, implementation and development of courses and teaching, including
  - i. quality-assure and quality-develop courses and teaching and ensure monitoring of course and teaching assessments
  - ii. prepare proposals for study programmes and amendments to these for submission to the Vice Chancellor for approval
  - iii. approve a plan for teaching and examinations and other assessments forming part of examinations
  - iv. process applications for merits, including advance merits, and for dispensations and
  - v. make statements within their area in all matters that may be of significance to the courses and teaching and discuss matters pertaining to the courses and teaching that the Vice Chancellor or the person authorised by the Vice Chancellor may submit.

*Sub-section 2* A Study Board shall be competent to transact business when the chairman and at least half the VIP members and at least half the students are present. A Study Board shall take decisions by simple majority. In the event of a parity of votes, the proposal will lapse.

**PhD School Council****Section 16**

The Vice Chancellor shall appoint PhD School Councils. A PhD School Council may have a maximum of eight members and four substitutes.

*Sub-section 2* An equal number of members shall be elected for PhD School Council from and among the scientific staff (VIPs) and the PhD students. VIPs shall be elected by and from among the VIPs employed at the IT University at the level of lecturer and above and have an employment contract for a minimum of one year from the date of the election. Employed PhD students shall not be included in this election group for the purposes of elections to PhD School Council. The election period for this group shall be four years. PhD students shall be elected by and from among the students registered for a PhD course at the IT University and affiliated with the PhD school in question both on the first day of the month in which the election is called and the date of the election itself. The election period for this group shall be one year.

*Sub-section 3* The chairman and deputy chairman of PhD School Councils shall be appointed by the Vice Chancellor on the recommendation of the PhD School Councils recommending the chairman from among the PhD School Council's VIPs and the deputy chairman from among the PhD School committee's PhD students.

**Enclosure 7b****IT UNIVERSITY OF COPENHAGEN**

*Sub-section 4* The applicable rules for elections at the IT University must be complied with in elections to the PhD School committees.

**Section 17****PhD School Council**

1. recommends the composition of PhD assessment committees to the Vice Chancellor
2. approves PhD courses
3. prepares proposals for internal guidelines for the PhD school, including PhD supervision, for the Head of the PhD school
4. makes statements on the assessment of the PhD course and supervision to the Head of the PhD school
5. approves applications for merits and dispensation
6. makes statements within its area in all matters that may be of significance to the PhD courses and supervision that the Vice Chancellor or the person authorised by the Vice Chancellor may submit
7. assists the Head of the PhD school in the planning of the PhD school's courses, including international courses of study and
8. assists the Head of the PhD school in the continuous assessment of the school's activities.

*Sub-section 2* A PhD School Council shall be competent to transact business when the chairman and at least half the VIP members and at least half the PhD students are present. The PhD School Council shall take decisions by simple majority. In the event of parity of votes, the chairman shall have the casting vote.

**Other councils and committees****Section 18**

A liaison and security committee shall be set up for the IT University, cf. Circular on Agreement on Partnership and Liaison Committee in Government Companies and Institutions.

**C. Institutes and PhD schools****Section 19**

A number of institutes where teaching and research take place shall be established at the IT University.

**Section 20**

A number of PhD schools where the PhD courses take place shall be established at the IT University.

**D. Head of the Department and Head of Study and Head of PhD School**

Head of Department**Section 21**

Heads of Department shall be appointed and dismissed by the Vice Chancellor.

*Sub-section 2* The Heads of Department shall handle the general management of the school or department, including planning and distribution of tasks. The Head of Department shall be entitled to instruct employees to complete specific tasks. The scientific staff shall have freedom of research and research freely within the strategic research framework of the University during the time when they are not tasked with other work. The University's strategic research framework shall cover the whole of the University's profile. The scientific staff shall not be tasked with work over a longer period of time to an extent that would deny them their academic freedom.

*Sub-section 3* The Head of Department shall ensure quality and cohesion in the research and teaching of the school or department and shall with the involvement of Study Board and the Head of Study monitor the assessment of courses and teaching.

Head of Study**Section 22**

The Head of Study shall be appointed and dismissed by the Vice Chancellor on recommendation of the Study Board.

*Sub-section 2* It shall be the responsibility of the Head of Studies in partnership with the Study Board to manage the practical planning of the teaching and examinations and other assessments forming part of examinations. The Head of Studies shall approve thesis statements and submission dates for Master's theses as well as a plan for the supervision of the students.

Head of the PhD School**Section 23**

The Head of the PhD School shall be appointed and dismissed by the Vice Chancellor. The Vice Chancellor may after consultation with PhD School Council appoint the chairman of the PhD School Council as the Head of the PhD School.

*Sub-section 2* The Head of the PhD School shall have overall responsibility for the PhD school's courses. The task of the Head of the PhD School shall be with the involvement of the PhD School Council to plan the PhD school's courses, including international courses, and to manage the continuous assessment of the PhD school's activities. The Head of the PhD School shall make recommendations to the Vice Chancellor on the follow-up on these assessments. The Head of the PhD School shall further appoint PhD supervisors according to rules set out by the IT University and approve PhD students as recommended by the VIP - representatives on the PhD School Council.

**E. Miscellaneous provisions****Section 24**

Complaints shall be processed according to the University's applicable rules.

**Section 25**

The IT University may as part of its efforts to coordinate and consolidate IT courses in the region enter into outsourcing agreements on course partnerships with Copenhagen Business School, the University of Roskilde, the Technical University of Denmark and the University of Copenhagen as well as other educational establishments. Such agreements should be made in writing or in electronic form and include a digital signature and shall ensure the IT University subject-related influence on and assessment of such outsourced courses.

**Section 26**

Every semester, the IT University shall complete an overall electronic assessment of the IT University's courses, teaching staff and the IT University as a whole.

**V. Education and research****Section 27**

The IT University shall offer courses at Master, Diploma, Bachelor and PhD level and shorter higher and further education courses and other course activities.

**Section 28**

The IT University shall appoint the necessary number of Employers' Panels that shall be composed of external members who together have experience in and knowledge of the educational side of the IT University and the areas of employment to which the University's courses provide access.

*Sub-section 2* The task of the Employers' Panels shall be to advise the Vice-chancellor and Head of Study on the development of existing and new courses and the development of new teaching and assessment formats. The Employers' Panels may further make statements and submit proposals to the University on all matters pertaining to its courses. The Employers' Panels shall make statements on all matters submitted to them by the University. The Employers' Panels shall thus contribute to ensuring that the IT University's course offering matches the skills requirements of its course users. The Executive-level Employers' Panel shall further assist in the appointment of new external members of the Board of Directors, cf. the rules contained in Appendix 1, Section 1, sub-section 3, number 2, cf. Section 1, sub-section 4.

**VI. Amendments****Section 29**

The Board of Directors may submit proposals for and adopt amendments to these Articles of Association in accordance with the rules contained in Section 7, sub-section 1, no. 13. Amendments shall be approved by the Danish Agency for Institutions and Educational Grants.

**VII. Authority to bind****Section 30**

**Enclosure 7b****IT UNIVERSITY OF COPENHAGEN**

The Vice Chancellor shall have the authority to bind the IT University with the exception of matters of property in which the Chairman of the Board of Directors and one other Board of Directors Member shall jointly have the authority to bind.

**VIII. Accounts and auditing etc.****Section 31**

The Board of Directors shall be entitled to engage external assistance for the inspection and management of the IT University's budgets and accounts submissions.

*Sub-section 2* The Board of Directors of the IT University shall prepare a separate annual report.

*Sub-section 3* The accounts of the IT University shall be prepared and audited according to Section 28 of the Danish University Act.

**IX. Commencement****Section 32**

These Articles of Association shall enter into force when they have been approved by the Danish Agency for Institutions and Educational Grants.

**X. Appendices****Section 33**

Appendix 1: Procedures for the recommendation and appointment of the Chairman of the Board and the other external members to the Board of Directors of the IT University.

Appendix 2: Appointment and dismissal procedures for the Vice Chancellor, Pro-rector, University Director and Heads of Department and appointment and dismissal procedures for Heads of Study and the Heads of the PhD Schools.

| Adopted by the Board of Directors, November 23, 2017/April 12, 2018

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Maria Rørbye Rønn  
Chairman of the Board

| Approved by the Danish Agency for Institutions and Educational Grants, December 6, 2017/x-2018

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Nikolaj Veje, Director

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**Appendix 1****to the Articles of Association of the IT University****Procedure for the recommendation and appointment of the Chairman of the Board and the other external members to the Board of Directors of the IT University**

This document contains a description of the procedures for the recommendation and appointment of the Chairman of the Board and the other external members of the Board of Directors, including requirements for the profiles, qualifications and independence of the Chairman of the Board and the other external members of the Board of Directors.

**Section 1 Recommendation and Appointment procedure and assignments of the recommendation committee and the appointment committee**

The university appoints a committee, which appoints the Chairman of the Board and the other external board members (the appointment committee) and another committee, which recommends the Chairman of the Board and the other external board members (the recommendation committee) according to the procedures described in the appendix.

*Sub-section 2* The external members of the Board of Directors shall be appointed for a period of four years with the opportunity to be re-appointed once, cf. the Articles of Association section 6, subsection 1..

*Sub-section 3* The university appoints for a four-year-long period an appointment committee consisting of 8 members, of this 5 members from the business community, the authorities, and other educational institutions, etc.:

- 1. Two members of the ITU Executive-level Employers' Panel, appointed by the panel itself among its members, cf., however sub-section 4.
- 2. One member from each of the three largest non-public contributors within the past four-year-long period to the external funding of research of the IT University, each appointed by the non-public contributor itself among the contributor's management. Those contributors, who have confirmed being willing to participate, are prioritized by decreasing size of their contributions so that the largest contributors are prioritized first. -
- 3. The Chairman of the Study Board,
- 4. The President/Chairman of the student organization at the IT University (Student Council), and
- 5. One representative for the external members of the Board of Directors; this person cannot be the Chairman of the Board.

*Sub-section 4* If it is not possible among the non-public contributors, cf. sub-section 3, number 2, to find three contributors, who are willing to participate, the lacking number of member(s) will be supplied with members from the ITU Executive-level Employers' Panel, appointed by the panel itself among its members.

*Sub-section 45* The members of the appointment committee can be appointed for a continuous period of eight years. The appointment committee appoints among its five external members (the two members of the ITU Executive-level Employers' Panel and the three members from non-public contributors to the external funding of research of the IT University), who are appointed in their personal capacity and cannot be members of the university board of directors or be employee or students at the university. The appointment committee appoints among its five external members, its a Chairman. The Chairman shall have experience with management and a broad knowledge of societal conditions. The Chairman's vote is decisive in case of parity of votes. Together, the five external members shall reflect the users and employers of graduates, and together have knowledge of research, researched-based education, management, organisation and economy, including evaluation of budgets and accounts.

*Sub-section 56* The appointment committee appoints two members, who cannot be members of the appointment committee, the board of directors, employees or students at the university, for the recommendation committee, cf. sub-section 78. The two in question are appointed in their personal capacity.

*Sub-section 67* Three months, at the latest, previous to the expiration of the period of the external board members, among these the Chairman of the Board, the appointment committee considers if the committee finds it appropriate that the external board members, among these the Chairman of the Board, are given the opportunity to continue for four more years. In that case, and if the external board members, among these the Chairman of the Board, are willing to undertake a new period, the appointment committee makes a re-appointment. A re-appointment of the Chairman of the Board is put forward to the minister for approval, cf. sub-section 11.

*Sub-section 78* The university aims to appoint a recommendation committee no later than three months before an external board member steps down from the board, consisting of:

- The Chairman of the Board, who is chair of the recommendation committee, cf. subsection 810, though,
- One external board member,
- One internal board member,
- One representative appointed by the Ministry of Higher Education and Science, and
- Two members appointed by the appointment committee.

*Sub-section 89* When the recommendation committee is appointed, the appointment committee decides whether the task of the recommendation committee concerns one or more recommendations to the appointment committee.

*Sub-section 910* In case of appointing a new Chairman of the Board, the appointment committee appoints a chairman of the recommendation committee. The chairman of the recommendation committee shall be appointed in her/his personal capacity, cannot be member of the appointment committee, the board of the IT University or be employed or student at the university and shall have competences corresponding to the requirements made to the Chairman of the Board.

*Sub-section 911* On the basis of prepared competence profiles, the recommendation body shall advertise openly for proposals for new external members, among these a new chairman, of the Board of Directors and ensure that the recommended candidates meet current qualification requirements, cf. the Danish University Act, section 12, sub-section 2 and sub-section 3, third og fourth clause. The recommendation body shall prepare a list for the appointment body with a minimum of one candidate over and above the required number of external Members Board of Directors that are to be replaced.

*Sub-section 912* The appointment committee shall appoint the Chairman of the Board and the other external members on the basis of the recommendation committee's submitted list and see to that the external board members meet the requirements in section 2 of this appendix. The appointed Chairman of the Board of Directors shall be approved by the minister. The appointment committee may request a new recommendation if the recommended candidates in the opinion of the appointment committee do not meet the requirements for the composition of the Board of Directors or current quality and independence requirements, cf. Sections 2 and 3 of this Appendix.

*Sub-section 9213* If one or more of the current external members of the Board of Directors, including the Chairman, retire from the Board of Directors before the end of the term of four years, a new external member is appointed for a four-year period according to the procedure described in sub-sections 6-107-12.

*Sub-section 9314* If current external board members are recommended and appointed as Chairman of the Board, the period, in which the external board member has already had a seat on the board, will count in the total maximum period of appointment.

**Section 2 Qualifications**

The external members of the Board of Directors shall be appointed in their personal capacity.

*Sub-section 2* The external Members of the Board of Directors shall jointly have experience in and knowledge of research, research based education and knowledge communication, knowledge sharing and the object areas of the university regarding to the Danish University Act, section 2, sub-section 4, in order to being able to attend the overriding and strategic management of the university. The external members shall have a MSc or an education at a similar level, and at least one of the external members shall have experiences as a recognized researcher.

*Sub-section 3* The competences of the external members shall, in total, reflect the remit of the university, cf. the Danish University Act, section 2, and in total the external members shall have knowledge of research, research based education, management, organisation and economy, among this evaluation of budgets and accounts. The Chairman of the Board shall have experience with strategic management of a large company, enterprise or organisation and considerable knowledge of societal conditions.

**Section 3 Independence**

External members of the Board of Directors shall be independent. This means that external members shall not

- have a mandate from another organisation, government authority or business
- have a significant financial or equivalent interest in the IT University
- have held a leading management position at the IT University within the past ten years
- work as a professional advisor or carry out similar tasks for the IT University
- have a significant financial interest in a company acting as professional advisor or similar to the IT University
- be registered as a student at the IT University or
- be employed by the IT University, among this as external examiner or as adjunct professor or adjunct associate professor.

**Appendix 2  
to the Articles of Association of the IT University****1. Recruitment of the Vice Chancellor**

The Board of Directors shall appoint the Vice Chancellor, cf. Section 10, sub-section 7 of the Danish University Act and Section 7, sub-section 1, no. 9 of these Articles of Association.

**Qualification requirements**

The Vice Chancellor shall be a recognised researcher, as this concept is defined in the Danish Act on the Research Advice etc., in one of the University's subject areas and have knowledge of the educational sector. The Vice Chancellor shall further have experience in the management and organisation of research environments and have knowledge of the activities of a university and its interaction with the surrounding society, cf. Section 14, sub-section 2 of the Danish University Act.

The Board of Directors may specify additional qualification requirements.

**Job advertisement**

The Personnel Section shall prepare a job advertisement and a job description, if applicable, which shall be approved by the Board of Directors.

The Board of Directors shall determine where the position should be advertised, i.e. in which trade magazines/newspapers, and the length of the application deadline which shall in any event be a minimum of 14 days from the placement of the advertisement.

The job advertisement shall be placed according to current rules applicable to public sector job advertisements.

The contact for the job advertisement shall be the Chairman of the Board.

**Appointment procedures**

The appointment procedures shall ensure that the Vice Chancellor has the professional and managerial legitimacy required.

Applications shall be addressed to the Chairman of the Board who determines which applicants should be invited for interview. The Chairman of the Board shall organise interviews with relevant applicants and on this basis arrive at reasoned written appointment recommendations for submission to the Board of Directors. The Board of Directors may decide to engage external recruitment experts and testing procedures, if required.

In the assessment of whether an applicant meets the requirements contained in the Danish University Act that the Vice Chancellor must be a recognised researcher, as this concept is defined in the Danish Act on Research Advice etc., in one of the University's subject areas, the applicant shall for a number of years both at research level actively have been engaged in research at the level of reader or senior researcher and have been assessed as being qualified by a professional committee in conjunction with an application for a lectureship at a university, a senior research position at a research institution or a position at an equivalent level at a research institution outside Denmark. If a potential candidate is not in possession of such professional assessment, the Board of Directors shall appoint a committee in the form of an assessment committee to assess whether the candidate's scientific activity and research qualifies the applicant as a recognised researcher. If the Board of Directors possesses the same skills as those of an assessment committee, the Board of Directors may, however, carry out the assessment itself.

**Employment terms**

The Board of Directors decide about the employment terms in accordance with the current government regulations.

**2. Dismissal of the Vice Chancellor**

The Board of Directors shall dismiss the Vice Chancellor, cf. Section 10, sub-section 7 of the Danish University Act and Section 7, sub-section 1, no. 9 of these Articles of Association.

If the Board of Directors decides to commence dismissal procedures against the Vice Chancellor, these shall be applied according to Section 29 of the Danish University Act.

**3. Recruitment of the Pro-rector**

The Board of Directors shall appoint the Pro-rector on the basis of the Vice Chancellor's recommendation, cf. Section 10, sub-section 7 of the Danish University Act and Section 7, sub-section 1, no. 10 of these Articles of Association.

**Qualification requirements**

The Pro-rector shall be a recognised researcher, as this concept is defined in the Danish Act on Research Advice etc., in one of the University's subject areas and have knowledge of the educational sector. The Pro-rector shall further have experience in the management and organisation of research environments and have knowledge of the activities of a university and its interaction with the surrounding society, cf. Section 14, sub-section 2 of the Danish University Act.

**Job advertisement**

The Personnel Section shall prepare a job advertisement and a job description, if applicable, which shall be approved by the Board of Directors.

The Vice Chancellor shall determine where the position should be advertised, i.e. in which trade magazines/newspapers, and the length of the application deadline which shall in any event be a minimum of 14 days from the placement of the advertisement.

The job advertisement shall be placed according to current rules applicable to public sector job advertisements.

The contact for the job advertisement shall be the Vice Chancellor.

**Appointment procedure**

The hiring committee shall comprise the Chairman of the Board and the Vice Chancellor. The hiring committee may decide to engage external recruitment experts and testing procedures, if required. The hiring committee shall organise interviews with relevant applicants and on this basis provide the Vice Chancellor with reasoned written appointment recommendations for submission to the Board of Directors.

In the assessment of whether an applicant meets the requirements contained in the Danish University Act that the Provost – as the Vice Chancellor's deputy – must be a recognised researcher, as this concept is defined in the Danish Act on Research Advice etc., in one of the University's subject areas, the applicant shall for a number of years actively have been engaged in research at the level of associate professor or senior researcher level and have been assessed as being qualified by an assessment committee in conjunction with an application for an associate professorship at a university, a senior research position at

a research institution or a position at an equivalent level at a research institution outside Denmark. If a potential candidate is not in possession of such professional assessment, the Board of Directors shall appoint a committee in the form of an assessment committee to assess whether the candidate's scientific activity and research qualifies the applicant as a recognised researcher. If the Board of Directors possesses the same skills as those of an assessment committee, the Board of Directors may carry out the assessment itself.

**Employment terms**

The Board of Directors decide about the employment terms in accordance with the current government regulations on the basis of the Vice Chancellor's recommendations, cf. section 10, sub-section 7 of the Danish University Act, and section 7, sub-section 1, no. 10, of these Articles of Association.

**4. Dismissal of the Pro-rector**

The Board of Directors shall dismiss the Pro-rector on the basis of the Vice Chancellor's recommendation, cf. Section 10, sub-section 7 of the Danish University Act and Section 7, sub-section 1, no. 10 of these Articles of Association.

If the Board of Directors decides to commence dismissal procedures against the Pro-rector, these shall be applied according to Section 29 of the Danish University Act.

**5. Recruitment of the University Director**

The Board of Directors shall appoint the University Director on the basis of the Vice Chancellor's recommendation, cf. Section 10, sub-section 7 of the Danish University Act and Section 7, sub-section 1, no. 10 of these Articles of Association.

**Qualification requirements**

The Board of Directors may on the recommendation of the Vice Chancellor specify further qualification requirements.

**Job advertisement**

The Personnel Section shall prepare a job advertisement and a job description, if applicable, which shall be approved by the Board of Directors.

The Vice Chancellor shall determine where the Position should be advertised, i.e. in which trade magazines/newspapers, and the length of the application deadline which shall in any event be a minimum of 14 days from the placement of the advertisement.

The job advertisement shall be placed according to current rules applicable to public sector job advertisements.

The contact for the job advertisement shall be the Vice chancellor.

**Appointment procedure**

The hiring committee shall comprise the Chairman of the Board and the Vice Chancellor. The hiring committee may decide to engage external recruitment experts and testing procedures, if required. The hiring committee shall organise interviews with relevant applicants and on this basis provide the Vice Chancellor with reasoned written appointment recommendations for submission to the Board of Directors.

**Employment terms**

The Board of Directors decide on the employment terms in accordance with the current government regulations on the basis of the Vice Chancellor's recommendation, cf. section 10, sub-section 7 of the Danish University Act and section 7, sub-section 1, no. 10, of these Articles of Association.

**6. Dismissal of the University Director**

The Board of Directors shall dismiss the University Director on the basis of the Vice Chancellor's recommendation, cf. Section 10, sub-section 7 of the Danish University Act and Section 7, sub-section 1, no. 10 of these Articles of Association.

If the Board of Directors decides to commence dismissal procedures against the University Director, these shall be applied according to Section 29 of the Danish University Act.

**7. Recruitment of Heads of Department**

The Vice Chancellor shall appoint the Heads of Department, cf. Section 14, sub-section 4 of the Danish University Act and Section 11, sub-section 1, no. 8 of these Articles of Association.

**Qualification requirements**

The Heads of Department shall be recognised researchers, as this concept is defined in the Danish Act on Research Advice etc., and shall have experience in education to an appropriate degree, cf. Section 14, sub-section 4, point 2, second full stop, of the Danish University Act.

The Vice Chancellor may specify additional qualification requirements.

**Job advertisement**

The Personnel Section shall prepare job advertisements and job descriptions, if applicable, which shall be approved by the Vice Chancellor.

The Vice Chancellor shall determine where the position should be advertised, i.e. in which trade magazines/newspapers, and the length of the application deadline which shall in any event be a minimum of 14 days from the placement of the advertisement.

The job advertisements shall be placed according to current rules applicable to public sector job advertisements.

The contact for the job advertisement shall be the Vice Chancellor.

**Appointment procedures**

The appointment procedures shall ensure that the Heads of Department have the professional and managerial legitimacy required.

The hiring committee shall comprise the Vice Chancellor and a further two persons appointed by the Vice Chancellor. The appointment committee may decide to engage external recruitment experts and testing procedures, if required. The hiring committee shall organise interviews with appropriate applicants and on this basis the Vice Chancellor shall determine whether to appoint the applicants to the position of Head of Department.

In the assessment of, whether an applicant meets the requirements contained in the Danish University Act that Heads of Department must be recognised researchers, the applicant shall for a number of years

actively have been engaged in research at a scientific level at a minimum level of associate professor or senior researcher level at a research institution outside Denmark. If a potential candidate is not in possession of such a scientific assessment, the Vice Chancellor shall appoint a committee in the form of an assessment committee to assess whether the candidate's scientific activity and research qualifies the applicant as a recognised researcher.

**Employment terms**

The position shall be on a fixed-term basis for a period of up to six years.

The fixed-term contract may be extended without re-advertisement of the position in accordance with government regulations.

Re-appointment after re-advertisement may take place maximum twice, or more if re-appointment is justified for objective reasons.

The appointment of a Head of Department may include negotiation of a return to the IT University as research associate.

**8. Dismissal of the Head of Department**

The Vice Chancellor shall dismiss Heads of Department, cf. Section 14, sub-section 4 of the Danish University Act and Section 11, sub-section 1, no. 8 of these Articles of Association.

If the Vice Chancellor decides to commence dismissal procedures against a Head of Department, these shall be applied according to Section 29 of the Danish University Act.

**9. Appointment of the Head of Studies**

The Vice Chancellor shall appoint the Head of Studies on the recommendation of the Study Board, cf. Section 11, sub-section 1, no. 9 of these Articles of Association.

**Qualification requirements**

The appointment shall ensure that the Head of Studies has the professional legitimacy required.

The Head of Studies shall be a research employee.

The Vice Chancellor may specify additional qualification requirements for position of Head of Studies.

**10. Dismissal of the Head of Studies**

The Vice Chancellor shall dismiss the Head of Studies on the recommendation of the Study Board, cf. Section 11, sub-section 1, no. 9 of these Articles of Association.

**11. Appointment of the Heads of the PhD Schools**

The Vice Chancellor shall appoint the Heads of the PhD Schools, cf. Section 14, sub-section 5 of the Danish University Act and Section 11, sub-section 1, no. 10 of these Articles of Association.

Qualification requirements

The appointment procedure shall ensure that the Heads of the PhD Schools have the professional and managerial legitimacy required.

A Head of the PhD School shall be a recognised researcher, as this concept is defined in the Danish Act on Research Advice etc., and shall have experience in education, cf. Section 14, sub-section 5, second full stop, of the Danish University Act.

In the assessment of whether an appointed Head of the PhD School meets the requirements contained in the Danish University Act that PhD Directors must be recognised researchers, the Head of the PhD School shall for a number of years actively have been engaged in research at a scientific level and at a minimum at the level at a minimum level of associate professor or senior researcher level at a research institution outside Denmark. If a potential candidate is not in possession of such scientific assessment, the Vice Chancellor shall appoint a committee in the form of an assessment committee to assess whether the candidate's scientific activity and research qualifies the applicant as a recognised researcher.

**12. Dismissal of Heads of the PhD Schools**

The Vice Chancellor shall dismiss a Head of the PhD School, cf. Section 11, sub-section 1, no. 10 of these Articles of Association.

## Executive-Level Employers' Panel Report 2018

### IT University of Copenhagen

#### **Process**

The panel completes the report, based on the most recent reports of the Programme-Specific Employers' Panels. The report is used as input to the Education Group's yearly Education Portfolio Report and as input to a yearly discussion among ITU's Board of Directors.

The document is public information.

#### **Context**

At ITU, a study programme is said to be *ideal*, if

- 1) it attracts a large number of well-qualified students; and
- 2) the academic contents and the teaching are both world-class; and
- 3) it gives the students the competences needed for the future job market.

Elaborating on 3), every student should acquire some "employment ticket" during their time at ITU, i.e., they should learn something which is difficult and in demand in the labour market.

#### **Goals from Development Contract 2015-2017**

The IT University of Copenhagen will reduce the average excess of study time for its MSc graduates in 2015 with 0.5 month compared to 2011; 1 month in 2016 compared to 2011 and 1.6 months in 2017 compared to 2011, where the average excess of study time for MSc graduates was 11.6 months.

The unemployment rates of MSc graduates graduating from the IT University of Copenhagen from the 4th to the 7th quarter after graduation, will in 2015 be at most 14 per cent; in 2016 at most 13 per cent and in 2017 at most 12 per cent.

The number of IT-University of Copenhagen MSc graduates graduating from 0 to 10 years ago and working in the private sector must be at least 75 per cent of the employed graduates. This applies to every year of the contract period.

The number of admitted MSc students, who qualified at a Danish educational institution other than the IT University of Copenhagen, must be at least 230. This applies to every year of the contract period.

By the end of 2015, ITU will have formulated a strategy for how the university exploits that its MSc students have many different qualifying degrees. By the end of 2017, ITU will have formulated and put into practice the strategy's action plans; processes and procedures.

The Profile of Global Competences and related activities of the bachelor and MSc programmes are evaluated each year of the contract period and a plan of action is made for the following year. These plans must be approved by the Head of Studies.

#### **Quality Standards**

- 1) Recruitment and Admission of Students
- 2) Teaching and Learning Activities
- 3) Graduates' Careers

## **Enclosure 8**

### **Admission Budget 2017**

The 2017 budget was based on the following assumptions concerning admission (after early drop out):

BSc DMD	63
BSc DS	50
BSc GBI	60
BSc SWU	140
MSc DDK	143
MSc DIM	130
MSc Games	50
MSc SDT	160
Master ILM	40
Total (MSc + BSc)	796
<b>Total</b>	<b>836</b>

### **Remarks**

- As Master IND and Master SEN were discontinued in 2017 they no longer appear in the Primary Quality Data.
- MSc SDT was split into two separate programmes in 2017; Computer Science (CS) and Software Development (SD). Their first student intake is in Autumn 2018. Hence, Primary Quality Data 2017 cover SDT.
- BSc DMD and MSc DDK were redesigned in 2017 and renamed to BSc DDIT and MSc DDIT (Digital Design and Interactive Technologies). Their first student intake is in Autumn 2018. Hence, Primary Quality Data 2017 cover DMD and DDK.

**Enclosure 8**

Primary Quality Data										
2017										
Level	BSc				MSc				Master	ITU total
Programme	DMD	DS	GBI	SWU	DDK	DIM	Games	SDT	ILM	
Number of applicants (BSc: All applicants, MSc: only 1 <sup>st</sup> priority)	357	391	380	587	522	460	211	514	62	3484
Number of applicants offered admission	71	71	77	160	182	203	79	246	46	1135
Number of students admitted after early dropout	63	56	67	147	145	132	61	160	44	883
Number of admitted MSc students, who qualified at another Danish institution than ITU					112	96	20	63		291
Dropout after one year (%)	20.3		9.1	16.1	5.9	1.3	6.9	7.6	3.6	8.4
VIP/DVIP ratio	2.7	*	3.8	2.6	3.6	5.2	8.2	15.2	2.5	4.2
Average score, course evaluation (6 is max)	4.77	4.68	4.67	4.94	4.76	4.71	4.97	4.77	4.89	4.79
Average score, programme evaluation (6 is max)**										
Average score, thesis evaluation (6 is max)**										
Average score, project evaluation (6 is max)**										
Completion rate within schedule plus one year (%)	63.4		70.8	62.9	81.8	63.3	82.9	59.2		69.8
Average delay, compared to curriculum schedule (months)	0.8		0.4	2.8	4.5	4.4	5.3	5.9		6.3
Number of graduates	60		46	63	185	134	59	92	28	735
Unemployment rate (%)					11.9	6.7	11.8	4.7		
Private sector employment the past 10 years (%)										

\*100 % VIP coverage

\*\*Calculations are delayed due to issues with data. Response rates were low in 2017 (as in 2016), hence scores are not expected to be entirely reliable.

**Enclosure 8**

2016											
Level	BSc			MSc				Master (part-time)			ITU total
Programme	DMD	GBI	SWU	DDK	DIM	Games	SDT	ILM	IND	SEN	
Number of applicants (BSc: All applicants, MSc: 1 <sup>st</sup> priority only)	334	400	431	574	691	216	400	78			3143
Number of students offered admission	73	77	157	179	243	78	200	61			1081
Number of students admitted after early dropout	64	66	143	136	154	58	131	54			817
Number of admitted MSc students who qualified at another Danish institution than ITU				100	99	26	56				281
Dropout after one year (%)	11,6	3,5	19,1	4,4	4,1	5,9	16,7	2,6	4,3	4,2	8,6
VIP/DVIP ratio	2,42	1,90	2,76	3,08	5,96	5,01	13,3 5	1,42	1,76	3,28	3,49
Average score, course evaluation (6 is max)	4,72	4,72	4,93	4,61	4,59	4,90	4,77	4,64	4,75	4,60	4,74
Average score, programme evaluation (6 is max)	5,24 (n=5)	4,88 (n=5)	4,20 (n=1)	4,44 (n=9)	4,44 (n=10)	3,70 (n=6)	4,88 (n=8)	5,80 (n=1)	4,80 (n=1)	4,60 (n=1)	4,59 (n=47)
Average score, thesis evaluation (6 is max)	5,70 (n=5)	5,40 (n=5)	5,83 (n=1)	5,00 (n=9)	5,33 (n=10)	4,06 (n=6)	5,33 (n=8)	5,17 (n=1)	5,17 (n=1)	4,83 (n=1)	5,15 (n=47)
Average score, project evaluation (6 is max)	(n=0)	(n=0)	5,83 (n=1)	5,75 (n=2)	5,83 (n=1)	3,33 (n=1)	5,42 (n=4)	(n=0)	(n=0)	(n=0)	5,35 (n=9)
Completion within curriculum schedule + one year (%)	72	75	62	73	68	79	60				BSc: 70 MSc: 69
Average delay, compared to curriculum schedule (months)	3,3	3,6	3,0	7,3	8,8	3,9	8,2				10,6
Number of graduates	63	63	43	151	87	68	108	49	10	5	647
Unemployment rate				16	9	27	7				14
Private sector employment the past 10 years (%)											77

**Enclosure 8**

2015											
Level	BSc			MSc			Master (part-time)			ITU total	
Programme	DMD	GBI	SWU	DDK	DIM	Games	SDT	ILM	IND	SEN	
Number of applicants (BSc: All applicants, MSc: 1 <sup>st</sup> priority only)	355	327	317	449	643	224	374				2689
Number of students offered admission	78	72	100	179	175	72	161				837
Number of students admitted after early dropout	69	57	89	136	123	51	102	39	23	24	713
Number of admitted MSc students who qualified at another Danish institution than ITU				112	69	15	43				239
Dropout after one year (%)	16	9	18	6	16	6	13	6	3	5	12
VIP/DVIP ratio	1.3	1.5	2.0	2.2	3.5	3.3	43.7	2.2	1.3	1.7	2.6
Average score, course evaluation (6 is max)	4.7	4.62	4.79	4.82	4.7	4.77	4.73	4.91	4.71	4.74	4.75
Completion within curriculum schedule + one year (%)	66	61	79	73	75	75	53				BSc: 68 MSc: 69
Average delay, compared to curriculum schedule (months)	3.1	1.7	5.2	11.6	7.3	5.6	10.3				12.6
Number of graduates	53	45	64	143	106	64	93	24	8	3	603
Unemployment rate				17.3	5	14.3	3.2				10.7
Private sector employment the past 10 years (%)											78

## Enclosure 8

### Overall Match with Current Needs

Based on the reports from the Programme-Specific Employers' Panels and your own impressions of ITU's portfolio of study programmes, how would you describe the overall match between current needs for competences on the Danish job market and the portfolio?

The panel finds that the overall match between the ITU portfolio of study programmes and the Danish job market is very good - and that it has been improved, compared with previous years.

The levels of graduate unemployment are impeccable regarding SDT and DIM. GAMES and DDK are slightly above the overall Danish graduate average, which is no calamity but still undesirable. It should be noted, however, that the effect of specific and promising changes to the two study programmes is not yet reflected in the unemployment levels.

DDK: The panel believes that the revision of the study programme will improve employment levels

GAMES: The panel is not concerned about the study programme – only minor adjustments are suggested

What changes to the balance in the portfolio, if any, would you recommend in order to optimize the match?

The panel does not suggest changes to the current portfolio balance

The main concern of the panel is whether the financial situation of ITU will allow the much needed further growth of student admission and graduate throughput

It is vastly impressive that the grade point average needed for BSWU has been raised to 9,8, but it is also a sign of an imbalance. The job market is in dire need for such bachelors and masters, and a grade point of 9,8 is unnecessarily demanding. Imagine how many good students that might be admitted if the grade point average required was lowered to a generally accepted reasonable figure like e.g. 7.

What are the most important current needs (max. three) that are not covered by ITU's portfolio of study programmes?

ILM: the programme specific panel is concerned about the cut in the number of admitted students

SDT: despite being pleased with the progress, the panel is concerned about very qualified applicants not being admitted

## **Enclosure 8**

<p><b>Overall Match with Needs in 3-5 years' time</b></p> <p>It takes some years before pervasive changes to a study programme is reflected in the competences of the graduates. Looking 3 to 5 years ahead, what current trends do you think are likely to give a substantially different pattern of competence needs from the one that exists today?</p>
<p>The executive level panel suggests that the demand for domain specific knowledge will rise significantly, as IT will influence more and more areas and in a deeper fashion and lead to very industry specific solutions and business models</p>
<p><b>What competences do you think will be less in demand 3 to 5 years from now?</b></p>
<p>The panel does not see an upcoming absolute decline in demand for the competencies covered by the ITU study programmes</p>
<p><b>What competences do you think will be more in demand 3 to 5 years from now?</b></p>
<p>The executive level panel finds that the construction of enterprise solutions in a heterogeneous technical architecture will be increasingly more important in years to come</p>
<p><b>Does the panel have concerns relating to the quality of portfolio of study programmes?</b></p>
<p>No.</p> <p>A number of revisions and adjustments have been made and the overall attitude in the specific panels and the executive-level panel is positive</p>
<p><b>Does ITU follow up on the recommendations made by the Employers' Panels?</b></p> <p>Based on your reading of the reports of the Programme-Specific Employers' Panels and your own experience with ITU, does the university follow up on recommendations given by the Employers' Panels?</p> <p>There is a wide consensus across the panels, including the executive level panel, that ITU is highly responsive and implements the recommendations of the panels to a wide extent</p>

**Enclosure 8**

Summative analysis of ITU's Portfolio of Study Programmes

## Enclosure 8

Strengths	Weaknesses
<p>Games: Revised curriculum relevant</p> <p>SDT: Extremely relevant employment ticket</p> <p>ILM: Fits Master format and student capabilities well</p> <p>GBI: Good skills across IT specific and business matters</p> <p>DIM: Focus on complexity in technology and organizations</p> <p>DDIT: Focus on programming and design process</p>	<p>Games: Data driven design class not finished article yet</p> <p>ILM: Difficult to balance IT management and general management principles</p> <p>GBI: Student understanding of complexity in IT-landscapes</p> <p>DIM: Broad curriculum may result in weak focus</p>
Opportunities	Threats
<p>Games: Stronger focus on Machine Learning based methods</p> <p>ILM: Increased focus on digitization across private and public sector in Denmark</p> <p>DIM: Result focused individuals with ability to execute in complex settings</p> <p>DDIT: Programming skills might improve job options after bachelor degree</p>	<p>Games: Gender diversity (especially in tech track) could be better</p> <p>Games: Unclear whether relatively low 2016 project and programme evaluations have improved</p> <p>ILM: Large number of study programmes in Denmark</p> <p>GBI: Other study programmes are more specialized, e.g. Data Science</p> <p>DDIT: Maybe specializations are too numerous (= 4) and too specifically oriented towards here-and-now demand</p>

Overall, ITU's study programmes give the students the competences needed for the future job market (select one and delete the rest):

1: strongly disagree  
 2: disagree  
 3: disagree somewhat  
 4: agree somewhat  
 5: agree  
 6: strongly agree

ILM and SDT/SWU/DS – no score (but a strong confidence in the relevance of their students for the job market)  
 All others: 5 - agree

## **Enclosure 8**

Recommendations
<p>Overall:</p> <ul style="list-style-type: none"><li>• Focus on funding of ITU to enable future expansion. The job market needs it, and the qualified applicants are there.</li><li>• Continue impressive effort regarding gender diversity, that is, more women in IT</li></ul> <p>DDIT: N/A Games: Review Data driven design class and consider including Machine Learning in AI course GBI: N/A DIM: N/A SDT/SWU: Retain focus on method/process topics, at least on a basic level ILM: Consider further international outlook</p>
Comments and Suggestions
<p>In general, the panels – including the executive-level panel - view the completed revisions and adjustments very positively and are looking forward to see the full effects in practice</p> <p>The responsiveness and the ability of ITU to execute recommendations from the panels are viewed very favorably by the panels</p> <p>The only general, major concern of the executive-level panel is whether the financial situation will allow the highly desirable and broadly desired future growth of ITU</p>
Date and Signature
<p>Date: March 28, 2018</p> <p>Head of Executive-Level Employers' Panel (signed): Carsten Gomard</p>