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, September 19, 2019, at 09:00 – 11:30, in Room 3A20/28, IT University of Copenhagen, Rued Langgaards Vej 7, 2300 Copenhagen S

Public items:

1. Approval of the Minutes from the Previous Meeting (decision)

2. Half-year Accounts and Prediction for the Result of 2019 (briefing)
   Enclosure 1: Accounts of the ITU as per June 30, 2019

3. Fulfilment of Strategic Contract Targets 2019 (discussion)
   Enclosure 2: Follow-up on Strategic Framework Contract Targets 2019

4. Actions Regarding Intake, Autumn 2019 (briefing)
   Enclosure 3: ITU Student Admission 2019

Confidential items:

5.

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Public items:

11. Rules of Procedure Review (decision)
   Enclosure 6a: ITU´s forretningsorden (in Danish)
   Enclosure 6b: ITU´s Rules of Procedure (in English)

12. The Board´s Self-evaluation 2019 (decision)
   Enclosure 7: ITU Board Self-evaluation Questionnaire

13. Questions Regarding Mail-delivered Briefings (briefing)

14. Any Other Business

The Executive Management´s comments on the agenda

Public items:

Item 1: Approval of the Minutes from the Previous Meeting (decision)
No comments to the contents of the minutes from the meeting on April 4, 2019, have been received.

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

Item 2: Half-year Accounts and Prediction for the Result of 2019 (briefing)
Enclosure 1: Accounts of the ITU as per June 30, 2019

We refer to the enclosure.

Item 3: Fulfilment of Strategic Contract Targets 2019 (discussion)
Enclosure 2: Follow-up on Strategic Framework Contract Targets 2019

Most of the targets for 2019 are expected to be met by the end of the year. However, there are noteworthy exceptions. Based on the offers on admissions sent out in summer, we already know that we will not fulfil the targets regarding admission of women to the bachelor programmes in Software Development and Data Science.

Item 4: Actions Regarding Intake, Autumn 2019 (briefing)
Enclosure 3: ITU Student Admission 2019

Compared to 2018, we received the same number of bachelor applications (ITU as first priority) in 2019 from Danish speaking applicants, but the total number of applications decreased by 16 % due to the demand for Danish at A-level on Global Business Informatics and Data Science (the implementation of the ministry request not to increase the number of international students). The same picture appears regarding master applications, where we received the same number of applications for Digital Innovation & Management from Danish speaking applicants, but had a decrease in applications from non-Danish speaking applicants, due to similar reasons.

It was decided to move 16 places from Data Science to Software Development, due to a large number of first priority bachelor applications for Software Development and a smaller number for Data Science. Because of a large number of well-qualified master applications for Software Design and Computer Science and a smaller number for Digital Design & Interactive Technologies, it was decided to move a small number from the latter to the first.

The gender distribution in STEM admission is overall unchanged, compared to 2018 (see https://ufm.dk/uddannelse/statistik-og-analyser/sogning-og-optag-pa-videregaende-uddannelser/2019/notat-4-stem-it-og-ingeniorer.pdf), with 32 % women in the total admission.

Noticeable at ITU is the admission on Software Design with 50/50 admission of men/women.

Confidential items:

Item 5:

Item 6:

Item 7:

Item 8:

Item 9:

Item 10:

Public items:

Item 11: Rules of Procedure Review (decision)
Enclosure 6a: ITU´s Forretningsorden (in Danish)

Enclosure 6b: ITU´s Rules of Procedure (in English)

The Rules of Procedure are reviewed yearly by the Board to ensure that they are always adjusted to the demands of the university, cf. ITU´s Rules of Procedure, § 13, subsection 2.

No need of necessary adjustments have been found this year.
Recommendation:
The Executive Management recommends that the Rules of Procedure, approved and signed on September 20, 2018, are kept unchanged.

Item 12: The Board´s Self-evaluation 2019 (decision)
Enclosure 7: ITU Board Self-evaluation Questionnaire

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

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

1) *Each member of the Board receives a questionnaire by the end of September 2019. The Questionnaire is filled in and returned by e-mail to the Chairman of the Board, e-mail: mevr@itu.dk (with cc to gigr@itu.dk)* **on Monday, October 7, 2019, at the latest***.*

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

3) *As an item on the agenda at the board meeting on November 28, 2019, the Chairman of the Board will present her observations from the filled in questionnaires and the potential talks with the Board Members and lead a discussion of any identified problems. The item will be confidential and can take place without the presence of the Executive Management.*

Item 13: Questions Regarding Mail-delivered Briefings (briefing)
- 2019-08-30: Invitation from DFiR to a Conference on October 31, 2019, Regarding Research Funding
- 2019-07-05: FW: Anmodning om ID fra bestyrelsesmedlemmer
- 2019-05-27: Information on Accounts of the ITU as per March 31, 2019, and Follow-up on Strategic Framework Contract Targets 2019

- 2019-05-01: Confidential Information Regarding Dialogue with the Ministry About Funding of Additional Admission
- 2019-04-23: Approval from the Ministry of ITU´s MSc in Data Science Pre-qualification

Item 14: Any Other Business

Yours sincerely,

Gitte Gramstrup
Assistant to the Executive Management

IT UNIVERSITY OF COPENHAGEN

Accounts of the IT University of Copenhagen, as per June 30 2019

This report presents the second quarter actual accounts and the revised forecast of August 2019 including a cash flow forecast and revised assumptions and uncertainties.

Table 1: Overview of income, costs and equity

Financial items (KDKK)	Actual 2017	Actual 2018	FCST 2019 April	FCST 2019 August
Income	276,029	298,902	336,594	336,902
Personnel costs	-179,009	-193,057	-214,517	-215,074
Other operating costs	-102,372	-106,394	-118,583	-117,709
Profit from ordinary operations	**-5,352**	**-549**	**3,494**	**4,119**
Financial income and costs	3,285	-1,432	909	909
Profit, year-end	**-2,066**	**-1,981**	**4,403**	**5,028**
Equity, end-year	**76,221**	**74,240**	**78,643**	**79,268**
Equity/income ratio	**0.28**	**0.25**	**0.23**	**0.24**

Table 1 shows an overview of income, costs and equity over a three-year period. Executive Management expects an increase in the year-end result from DKK 4.4 M to DKK 5.0 M compared to FCST 2019 April. We elaborate on income and costs in the section *Second quarter financial follow-up.*

Table 2: Staff forecast

Staff Forecast (FTE)	FCST2019 April	Change	FCST 2019 August
Full-time senior researchers	67.7	-3.6	64.1
Full-time non-senior researchers	69.5	-2.4	67.1
Full-time academic staff	**137.2**	**-6.0**	**131.2**
Part-time external lecturers	13.4	0.5	13.9
Part-time other	35.2	0.0	35.2
Part-time academic staff	**48.6**	**0.5**	**49.1**
Administrative staff	**152.1**	**2.0**	**154.1**
Externally funded academic staff	**44.3**	**0.4**	**44.8**
Externally funded administrative staff	**5.4**	**0.0**	**5.4**
Staff total	**387.5**	**-3.0**	**384.6**

Table 2 shows the forecast on staff. Compared to FCST 2019 April, department heads plan to hire less full-time academic staff. Also notable, Executive Management has allocated additional staff to administrative departments, especially a permanent FTE to develop ITU Summer University and a new position as Head of Research and Learning Support.

Second Quarter financial follow-up

In Table 3, we show the estimated income and costs compared to actual accounts at the end of the second quarter, and the latest Forecast from August. We elaborate on material deviations and changes for budget items in the following sections.

Table 3: Break down of income and costs

Budget items (KDKK)	Estimate per Jun 30	Actual per Jun 30	Deviation per Jun 30	FCST 2019 April	Change	FCST 2019 August
Study activity grants and tuition fees	62,816	63,438	622	125,632	1,243	126,875
Education, base grants	16,546	16,421	-125	33,091	-249	32,842
Research, base grants	66,822	66,822	0	133,643	0	133,643
Other government grants	144	49	-95	287	-189	98
External research funding	17,004	15,522	-1,482	34,008	333	34,341
Facilities subleasing	290	288	-2	580	0	580
Other income Academic departments	52	363	311	104	0	104
Other income Adminstrative departments	4,625	4,527	-98	9,249	-830	8,419
Income	**168,297**	**167,428**	**-869**	**336,594**	**308**	**336,902**
Personnel costs	10,883	10,635	-247	21,765	213	21,978
Other operating costs	2,891	2,201	-690	5,781	57	5,838
External research	**13,773**	**12,836**	**-937**	**27,546**	**-270**	**27,816**
Personnel costs	54,140	52,092	-2,048	108,279	-1,273	107,006
Other operating costs	6,553	3,696	-2,856	13,105	-1,255	11,850
Academic departments	**60,692**	**55,788**	**-4,904**	**121,384**	**-2,528**	**118,856**
Personnel costs	42,237	41,596	-641	84,473	1,617	86,090
Other operating costs	18,980	17,595	-1,385	37,960	1,487	39,447
Administrative departments	**61,217**	**59,191**	**-2,026**	**122,433**	**3,104**	**125,537**
Building	**29,316**	**25,994**	**-3,322**	**58,631**	**0**	**58,631**
Management pools	**0**	**0**	**0**	**3,106**	**-1,163**	**1,943**
Ordinary operating net costs	**164,997**	**153,809**	**-11,188**	**333,100**	**-317**	**332,783**
Profit from ordinary operations	**3,300**	**13,619**	**10,319**	**3,494**	**625**	**4,119**
Financial income and costs	**455**	**3,320**	**2,865**	**909**	**0**	**909**
Profit	**3,755**	**16,939**	**13,184**	**4,403**	**625**	**5,028**

Academic departments consist of costs regarding Computer Science, Digital Design, Business IT, the Study Board, the PhD School and the Library.

Administrative departments consist of costs regarding Student Affairs and Programmes, Research Support and Learning Support, the Communication Department, the IT Department, Facilities Management, the Department of Finance and Personnel, Executive Management and finally provisions for strategic growth, holiday pay, parental leave, taxes and other company matters.

For information, the *provisions for strategic growth* includes reserves for technical and administrative support. While we adjust the budgets of the academic departments to the forecast on study activity every year, the administrative departments must present their solid case to Executive Management for additional budget.

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

Student activity grants and tuitions fees (1.2 M)
Actual income is above the estimate as per June 30 by DKK 0.6 M.

As we show in table 4, we expect income from study activity to increase with DKK 1.2 M, caused by an increase in study activity of MSc students, especially MSc in Digital Design and Interactive Technologies and MSc in Games contributes. Furthermore, we expect an increase in study activity of part-time students on the Master in IT Management.

Finally, notice the employment bonus fulfilment is 94 per cent. This is very satisfactory since we in Budget 2019 anticipated an employment bonus fulfilment on 69 per cent.

Table 4: Study activity forecast

Study Activity Forecast	FCST April 2019		Change		FCST August	
	units	KDKK	units	KDKK	units	KDKK
Students, BSc	706	46,820	1	33	706	46,853
Students, MSc	813	53,920	13	849	825	54,769
Students, guests and foreign scholarship students	42	4,218	-1	-210	41	4,008
Students, full-time (FTE)	**1,560**	**104,958**	**12**	**672**	**1,572**	**105,630**
Students, part-time (FTE)	**63**	**7,199**	**5**	**548**	**68**	**7,747**
Employment bonus	94%	5,382	0%	45	94%	5,427
Excess study time bonus	100%	5,718	0%	48	100%	5,766
Quality		869		-0		869
Bonuses		**11,969**		**93**		**12,062**
Other student activity		**1,506**		**-70**		**1,436**
Total income from study activity		**125,632**		**1,243**		**126,875**

Base grants and other government grants (-0.4 M)
Actual income from base grants to education and research and other government grants is a little lower than the estimate as per June 30. The reason is, that education base grant has been reduced by 0.25 M in 2019 due to an exceedance of the unemployment based dimensioning in 2017.

External research funding (0.3 M)
The most recent forecast on external research funding from Research Support matches the previous forecast. As in previous years, we expect activities to increase during the last six months of the year.

Facilities Subleasing (0.0 M)
Income from Facilities subleasing follows the estimate as per June 30.

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

Other income from Academic and Administrative departments (-0.8 M)
The most recent forecast on other income from academic and administrative departments show a decline of DKK -0.8 M regarding ITU Professional Courses. The estimate as per June 30 is, that income from ITU Professional Courses will be DKK 2.2 M in 2019, which is still a significant increase compared to the income of DKK 1.2 M in 2018.

External research (-0.3 M)
Actual personnel costs follow the estimate nearly as per June 30.

Actual other operating costs is below the estimate as per June 30 by DKK -0.7 M. We expect spending will catch up during the last six months of the year.

Finance estimates an average overhead/cost of 23 percent.

Academic departments (-2.5 M)
The actual personnel cost is below the estimate as per June 30 by DKK 2.0 M. We have adjusted the forecast according to the hiring plans from the academic departments. We expect the personnel spending to pick up in the last two quarters, especially by the Study Board, which plans to hire more teaching assistants during the second half year as in previous years.

The academic departments are in the process of hiring at least 14 professors, associate professors and assistant professors with expected employment by the end 2019.

The actual other operating costs are also below the estimate as per June 30 by DKK 2.9 M. We expect activities will pick up during the year as in previous years, and the academic departments has transferred further funds to the operating budget to support research activities. However, other operating costs decrease significantly due to a transfer of 2.6 M from Academic Departments to Administrative

Departments, which handles the co-financing regarding the Research Centre for Government IT-projects henceforth.

Administrative departments (3.1 M)
The actual personnel cost is below the estimate as per June 30 by DKK 0.6 M, caused by transferred personnel costs to external funded research projects.

The forecast show an increase in personal costs due to additional administrative staff.

The actual other operating cost is below the estimate as per June 30 by DKK 1.4 M. We expect costs to pick up later during the year, especially due to planned replacement of IT equipment and interior in fall.

The forecast includes an increase in other operating costs due to the transfer of DKK 2.6 M from Academic Departments as explained above.

Building (0.0 M)
The actual spending is below the estimate as per June 30 by DKK 3.3 M. Building maintenance work mostly takes place during the summer period and we expect expenses to pick up during the second half of the year. Furthermore, the forecast includes a DKK 2.5 M rent reserve as we expect to acquire additional facilities in the fall.

Management pools (-1.2 M)
Management pools have decreased by DKK 1.2 M, which reflects transfers from management pools to other budget items in order to support strategic actions, e.g. ITU Summer University.

Financial income and costs (0.0 M)
Financial income has increased by DKK 2.9 M as per June 30. Gain and loss on investments will fluctuate further during the year.

Cash flow forecast
The cash flow forecast below shows a positive cash flow throughout the year. Mainly, this is due to the monthly instalments of government grants and tuition.

The cash flow peaks low in March, June, September and December due to the quarterly payments of rent. By the end of the year, cash holdings decline further due to annual payments of large operating agreements.

Finance is charged with monitoring the cash flow throughout the year, and will advise Executive Management to transfer funds from capital investments to cash holdings to avoid overdraft during the year, if necessary.

Enclosure 1

Cash flow forecast 2019
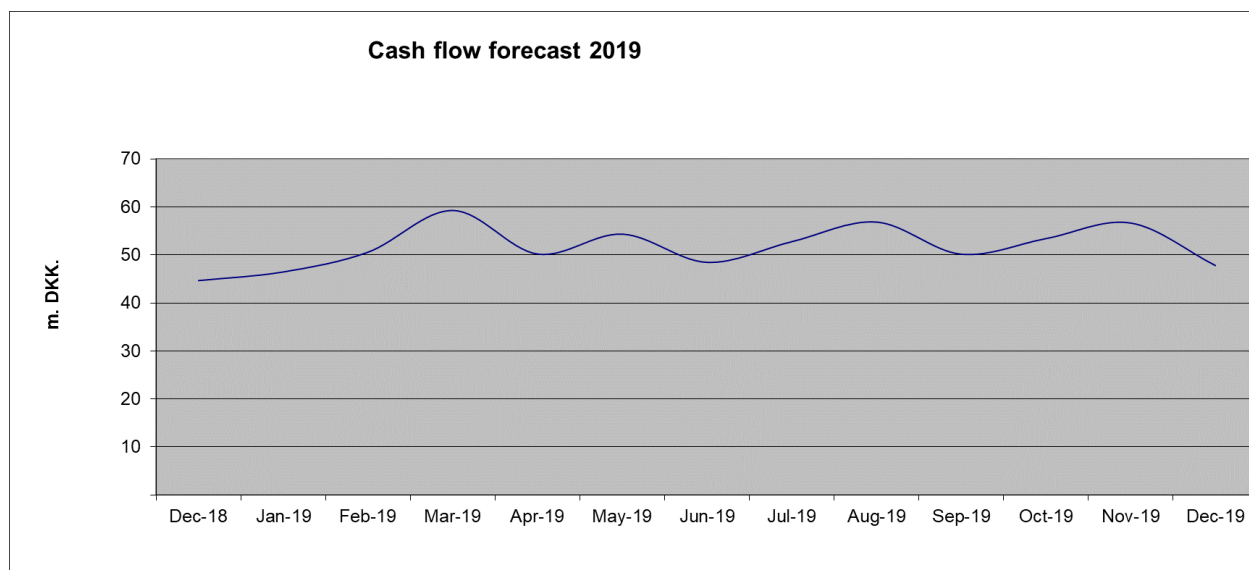
Uncertainties

In general, government grants are subject to the over-all inherent uncertainty of end year adjustments to government grants for education according to the Finance Act.

The external research-funding forecast includes a general assumption of delays in planned activities. Any further grants awarded this year are not expected to start significant spending until next year.

We do not expect that the academic department´s hiring plans will be 100 pct. fulfilled, hence we have estimated that they will only use 98 pct. of their salaries budget.

Building cost depends on the acquisitions of new facilities and the agreement with the leaser.
The current estimate of DKK 2.5 M is most likely modest, and depends on the lease date. On the Board meeting November 22, the Board approved an additional framework of DKK 7.0 M in 2019 to cover expenses regarding consulting, furniture and relocation costs, which is not included in the forecast at this point.

Expected capital gain on investments is estimated at DKK 0.9 M though accounts currently show a very positive return of investment in first half of 2019, whereas last year the capital gain on investments was negative. However, the capital markets are somewhat volatile, and the actual bond prices during the year might significantly influence the year-end result.

Enclosure 2

Follow-up on Strategic Framework Contract Targets 2019

The report stated in the chart below represents the results after the second quarter 2019.

Signature:

|	
🟢	The time and activity schedule of the target has been kept.
🟡	The time and activity schedule of the target has not been kept. However, it is still estimated that the target can be reached within the period, as the delays are not critical.
🔴	The time and activity schedule of the target has not been kept, and if the present development continues, it will not be possible to reach the target within the time frame.
⚪	The time and activity schedule of the target has not yet launched, or data is not yet available.

Target	Description	Comments	Status
T1	The IT University admits at least 140 students on the Study Programme Bachelor in Software Development in 2019.	It is too early to measure the achievement of this target. However, as 176 applicants have been offered admission in 2019 the target will likely be achieved. There will be a follow-up after third quarter 2019.	🟢
T2	The IT University admits at least 83 students on the Study Programme Bachelor in Data Science in 2019.	78 applicants have been offered admission and the target can't be fulfilled in 2019.	🔴
T3	The number of female students admitted in 2019 on the Study Programme Bachelor in Software Development after early dropout is at least 36.	29 female applicants are offered admission and the target can't be fulfilled in 2019.	🔴

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Target	Description	Comments	Status
T4	The dropout rate after first year of study among female students admitted in 2018 on the Study Programme Bachelor in Software Development is at most 20 per cent.	After second quarter, the dropout rate among female students admitted in 2018 on the Study Programme Bachelor in Software Development is seven per cent. The target will likely be met. There will be a follow-up after third quarter 2019.	🟢
T5	The number of female students admitted in 2019 on the Study Programme Bachelor in Data Science after early dropout is at least 23.	22 female applicants are offered admission and the target can't be fulfilled in 2019.	🔴
T6	The IT University will reduce the average exceedance of the standard study time for graduated BSc students and graduated MSc students compared with 2011 to a maximum of 8.8 months in 2018 and a maximum of 8.2 months in 2019. In both 2020 and 2021, the average exceedance of the standard study time is still a maximum of 8.2 months.	The average excess of study time (added for BSc and MSc) for the first half of 2019 is 3.8 months. The target will be met with a good margin. There will be a follow-up after third quarter 2019.	🟢
T7	The IT University's total VIP / DVIP ratio is at least 3.0 and no ITU study programme has a VIP / DVIP ratio of less than 2.4.	In the first semester of 2019, the VIP/DVIP ratio for the IT university is 5.7 which is fulfilling the first part of the target. Only one of the study programmes has a VIP/DVIP ratio below the requested 2.4 as the ratio is 1.4. There will be a follow-up after third quarter 2019.	🟡
T8	The average score on answers to all the quantitative questions in the course evaluation posed in spring or in autumn 2019 is at least 4.75.	The average score on answers to all the quantitative questions in the course evaluation is 4.75 in the spring 2019. There will be a follow-up on the autumn course evaluation after fourth quarter 2019. -up after third quarter 2019.	🟡

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Target	Description	Comments	Status
T9	In 2019, the weighted rolling average of graduate unemployment measured fourth to seventh quarter after the graduation of MSc students graduated from the IT University in 2014, 2015 and 2016 is less than or equal to the weighted rolling average of MSc unemployment measured fourth to seventh quarter after the graduation of all MSc students for a shared Danish MSc programme.	In 2019, the weighted rolling average of graduate unemployment measured fourth to seventh quarter after the graduation of MSc students graduated from the IT University in 2014, 2015 and 2016 is 9.8 per cent. The weighted rolling average of MSc unemployment measured fourth to seventh quarter after the graduation of all MSc students for a shared Danish MSc programme is 11.0 per cent. The target is achieved in 2019.	🟢
T10	In each of the years during the term of the contract and for any IT University study programme, a labor-market ticket has been approved by the relevant Programme-Specific Employers´ Panel within the last two years.	All employment tickets were re-approved in January 2019. Hence they are valid throughout 2019. The target is achieved in 2019.	🟢
T11	During the contract period, the IT University establishes a competence center for public IT projects in collaboration with the Danish Agency for Digitisation and provides in this center research-based courses of short duration for public managers that can help them fulfill their role in digitalisation projects in the public sector. Target for 2019: The Research Centre for Government IT has staffed all research areas according to its approved 2019 work plan, namely IT project management ("it-projektstyring" and "it-projektledelse"), IT organization, software quality and metrics, and e-government and reference classes. Also, it has produced at least one concrete output (research publication, dissemination, ...) for each of these.	After second quarter 2019, all research areas in the Research Centre for Government IT are staffed. It is not yet the case that there are concrete outputs from all areas. The target is fairly likely to be met in 2019. There will be a follow-up after third quarter 2019.	🟡

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Target	Description	Comments	Status
T12	During 2019, the IT University will recruit at least two scientific staff at the level of Assistant Professor or higher in the field of Information Security.	In the first quarter of 2019, an Associate Professor and an Assistant Professor in the field of Information Security are employed.	🟢
T13	During 2019, the IT University will recruit at least two scientific staff at the level of Assistant Professor or higher in the field of Data Science.	In the first quarter of 2019, three Assistant Professors in the field of Data Science are employed. An offer of employment has been submitted for yet another Assistant Professor in the field of Data Science.	🟢
T14	The IT University will teach at least 30 high school teachers who are to teach Informatics in High School.	The course for high school teachers is offered in collaboration with It-vest and Aarhus University. The number of participants are currently below 30. The target may not be met due to lack of interest in the target group. There will be a follow-up after third quarter 2019.	🟡
T15	The high school teachers course evaluations of the teaching provided by the IT University have an average score of at least 4.75.	It is too early to measure the achievement of this target. There will be a follow-up after third quarter 2019.	⚪
T16	Dropout among students admitted in 2018 on BSc Software Development measured after their first year of study is at most 20 per cent.	After second quarter, the dropout rate among students admitted in 2018 on the Study Programme Bachelor in Software Development is 11 per cent. The target will likely be met. There will be a follow-up after third quarter 2019.	🟢

IT UNIVERSITY OF COPENHAGEN

Target	Description	Comments	Status
T17	Dropout among students admitted in 2018 on BSc Data Science measured after their first year of study is at most 20 per cent.	After second quarter, the dropout rate among students admitted in 2018 on the Study Programme Bachelor in Data Science is 11 per cent. The target will likely be met. There will be a follow-up after third quarter 2019.	●

Enclosure 3

ITU Student Admission 2019

Bachelor admission 2019

Applications
We received the same number of applications as last year from Danish speaking applicants. Non-Danish speaking applicants could not apply for Bachelor this year due to ITU's implementation of the Ministry request to reduce English-speaking students.

BSc Programme	Applications (1st priority)	All applications
Software Development	302	552
Digital Design & Interactive Technologies	148	336
Global Business Informatics	121	377
Data Science	90	312
Total	**661**	**1577**

Budget numbers and Offer of Admission

BSc Programme	Original budget numbers	Adjusted budget numbers	Offer of Admission
Software Development	140	156	176
Digital Design & Interactive Technologies	59	59	66
Global Business Informatics	60	60	80
Data Science	83	67	78
Total	**342**	**342**	**400**

We decided to move 16 places from Data Science to Software Development due to a large number of 1st priority applications for Software Development and a smaller number for Data Science.

Grade Point Average and Gender Distribution
Statistics for applicants offered admission.

BSc Programme	Grade Point Average (quota 1)	Men %	Women %
Software Development	8,6	84%	16%
Digital Design & Interactive Technologies	9,5	47%	53%
Global Business Informatics	9,0	50%	50%
Data Science	8,0	72%	28%
Total		**69%**	**32%**

Master of Science admission 2019

Applications

Decrease in number of applications for Digital Innovation & Management due to ITU's implementation of the Ministry request to reduce English-speaking students, but same number of Danish speaking applicants as last year. Decrease in applications for Digital Design & Interactive Technologies.
Increase in applications for Computer Science, Software Design and Games.

MSc Programme	Applicants
Digital Innovation & Management	243
Digital Design & Interactive Technologies	177
Software Design	359
Computer Science	226
Games	133
Total	**1138**

Budget and Offer of Admission

MSc Programme	Original budget numbers	Adjusted budget numbers	Offer of Admission
Digital Innovation & Management	130	130	178
Digital Design & Interactive Technologies	134	125	158
Software Design	95	108	142
Computer Science	96	110	140
Games	50	49	64
Total	**505**	**522**	**682**

We decided to move places from Digital Design & Interactive Technologies to Software Design and Computer Science due to a larger number of well-qualified applications for Software Design and Computer Science and smaller number for Digital Design & Interactive Technologies.

Gender Distribution

Statistics for applicants offered admission.

MSc Programme	Men %	Women %
Digital Innovation & Management	57%	43%
Digital Design & Interactive Technologies	33%	67%
Software Design	49%	51%
Computer Science	86%	14%
Games	77%	23%
Total	**57%**	**43%**

Enclosure 6a

Forretningsorden

Bestyrelsen

IT-Universitetet i København (ITU)

§ 1 Forretningsordenens hjemmel

Denne forretningsorden oprettes i henhold til vedtægterne for IT-Universitetet i København, § 7, nr. 14.

§ 2 Aldersgrænse

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

§ 3 Uddannelse af bestyrelsesmedlemmer

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

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

§ 4 Oplysninger om inhabilitet

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

§ 5 Bestyrelsesmødernes antal og indkaldelse

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

- medio april: bestyrelsesmøde med henblik på godkendelse af årsregnskab for det foregående år (tidspunktet er fastlagt under hensyntagen til, at bestyrelsen skal underskrive årsregnskab inden 15. april), drøftelse af målopfyldelse for det afsluttede år, drøftelse af regnskabstal for det afsluttede år
- primo juni: strategiseminar, herunder drøftelse af overordnede økonomiske rammer og fordeling af midler til forskellige formål,
- medio september: bestyrelsesmøde med henblik på udarbejdelse af udkast til strategiske fokusområder for det kommende år samt råudkast til budget, selvevaluering af bestyrelsens arbejde, evaluering af den daglige universitetsledelses arbejde og af samarbejdet mellem bestyrelsen og universitetets daglige ledelse, og arbejdsplan for det følgende års møder,
- ultimo november: bestyrelsesmøde med henblik på vedtagelse af budget, måltal for det kommende år.

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

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

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

§ 6   Dagsorden

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

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

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

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

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

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

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

§ 7   Bestyrelsesmøderne

Bestyrelsesmøderne ledes af formanden.

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

Stk. 3   Bestyrelsesmøder afholdes på engelsk, hvis mindst én af deltagerne ikke taler dansk; ellers på dansk. Skriftligt materiale udarbejdet internt og vedlagt til brug på bestyrelsesmøder skal være på engelsk. Dette inkluderer dagsorden, rektors bemærkninger til dagsordenspunkterne og alle bilag udarbejdet internt efter den 1. oktober 2011. Bilag, som ikke er udarbejdet på universitetet eller er skrevet før den 1. oktober 2011, kan være på

dansk. Fra den 1. oktober 2011 skrives referater fra møderne kun på engelsk. I overensstemmelse med universitetets sprogpolitik bør oversættelse af dokumenter fra dansk til engelsk og engelsk til dansk undgås; dokumenter bør kun findes på engelsk eller dansk, ikke både dansk og engelsk.

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

Stk. 5   Bestyrelsesmøderne er offentlige. Bestyrelsen kan imidlertid beslutte, at en sag behandles for lukkede døre, såfremt sagens karakter tilsiger dette, jf. § 8 i vedtægterne for IT-Universitetet i København.

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

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

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

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

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

Stk. 11   Et flertal af bestyrelsens medlemmer kan ved et bestyrelsesmøde træffe beslutning om at ændre bestyrelsesformandens og rektors afgørelse om, at information behandles som Fortrolig Information, til at informationen eller

en sammenfatning heraf behandles som Offentlig Tilgængelig Information, jf. § 9.

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

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

§ 8 Referat

Referenten udarbejder et beslutningsreferat med tydelig angivelse af

- tid og sted for mødet
- deltagere
- dagsorden
- konklusioner og trufne beslutninger.

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

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

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

Er der ikke efter udløbet af denne indsigelsesfrist yderligere indsigelser, kan referatet offentliggøres. Hvis der er yderligere indsigelser efter udløbet af

denne indsigelsesfrist, afventer offentliggørelse af referatet godkendelse ved førstkommende bestyrelsesmøde.

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

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

§ 9   Åbenhed

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

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

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

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

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

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

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

§ 10   Interne høringer

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

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

§ 11   Kommunikationspolitik

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

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

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

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

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

§ 12   Bestyrelsens formand

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

§ 13   Ændringer og tillæg

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

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

§ 14   Udlevering af forretningsordenen

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

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

Således besluttet og godkendt ved bestyrelsesmøde, torsdag den 20. september 2018

På bestyrelsens vegne

Maria Rørbye Rønn

Formand

Journalnr.: 021-0003

Rules of Procedure

The Board

IT University of Copenhagen (ITU)

§ 1   Authority of the Rules of Procedure

These Rules of Procedure are drawn up according to the regulations for the IT University of Copenhagen, § 7, no. 14.

§ 2   Age limit

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

§ 3   Training of Board Members

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

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

§ 4   Information about incapacity

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

§ 5   Numbers and summons of Board Meetings

Board meetings are held at least three times a year, and otherwise, when the Chairman of the Board finds it necessary or, when requested by a Member of the Board or the ITU Executive Management. Beyond this, a yearly Strategy Seminar is held. The regular Board meetings and the yearly strategy seminar are held according to a previously determined and public available plan, typically once every quarter at 14:00 – 17:00. The meeting plan is worked out according to the following guidelines:

- In the middle of April: Board meeting concerning approval of annual accounts of the previous year (the time is determined in consideration for the Board´s signing of the annual accounts before April 15); discussion of fulfillment of goals for the ended year; discussion of accounting figures for the ended year.
- At the beginning of June: Strategy seminar, including discussion of overriding financial guidelines and dispersion of means for different purposes.
- Mid-September: Board meeting working out a draft of strategic focus areas for the coming year and first draft of budget; self-evaluation of the Board´s work; evaluation of the work of the Executive Management of the University and of the cooperation between the Board and the Executive Management of the University; and the work schedule of the meetings for the following year.
- At the end of November: Board meeting concerning budget decision; goal figures for the coming year.

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

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

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

§ 6   Agenda

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

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

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

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

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

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

Ss. 6   The Chairman of the Board decides in concert with the Vice Chancellor which matters are considered as Confidential Information, cf. § 9. Until the

meeting is held, the Board Members are under an obligation to respect the decision on which matters to consider as Confidential Information.

§ 7   Board Meetings

The Board Meetings are managed by the Chairman.

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

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

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

Ss. 5   The Board Meetings are public. However, the Board can decide that a matter is considered behind closed doors if the character of the matter requires this, cf. § 8 in the regulations of the IT University of Copenhagen.

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

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

Ss. 8   The Board forms a quorum when at least four Members and the Chairman are present. The Board decides on a matter by simple majority of votes and

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

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

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

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

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

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

§ 8   Minutes

The minutes taker writes the resolution minutes with clear specification of

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

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

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

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

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

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

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

§ 9   Openness

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

Ss. 2   Confidential Information is information, which the Chairman and the Members of the Board are expected not to pass on to persons outside of the Board. Examples of Confidential Information can be mentioned personal

matters (for example, hiring of the Vice Chancellor), financially sensitive questions, or considerations on strategic alliances.

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

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

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

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

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

§ 10   Internal submissions

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

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

§ 11 Communication Policy

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

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

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

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

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

§ 12 Chairman of the Board

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

§ 13 Changes and Addenda

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

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

§ 14   Issue of the Rules of Procedure

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

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

Thus decided on and approved at the Board Meeting, Thursday September 20, 2018

On behalf of the Board,

_____

Maria Rørbye Rønn

Chairman

Enclosure 7
ITU-Board Self-evaluation Questionnaire

Name of Board Member:

Date:

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

The Board´s size and composition

Please mark the appropriate box with an "x"

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

Comments/suggestions:

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

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

Comments/suggestions:

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

Comments:

Board Meetings

4) Is the material sent out before the meetings

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

Comments/suggestions:

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

Comments/suggestions:

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

Comments/suggestions:

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

Comments/suggestions:

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

Comments/suggestions:

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

Comments/suggestions:

The Board´s work

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

Comments/suggestions:

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

Comments/suggestions:

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

Comments/suggestions:

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

Comments/suggestions:

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

Comments/suggestions:

The Boards´s chairmanship

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

Comments/suggestions:

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

Comments/suggestions:

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

Comments/suggestions:

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

Comments/suggestions:

Evaluation of the Board

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

☐ ☐ ☐ ☐ ☐

Comments/suggestions:

Evaluation of the Executive Management

20) Is the work of the Executive Management satisfactory?

☐ ☐ ☐ ☐ ☐

Comments/suggestions:

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

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

☐ ☐ ☐ ☐ ☐

Comments/suggestions:

Other conditions

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

Comments/suggestions: