For the Members of the Board

Executive Management
Direct phone: +45 7218 5072
E-mail: gigr@itu.dk
Journal no.: 2019-3430

September 8, 2020

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 17, 2020, at 14:00 – 17:00, in Room 2F16, **IT University of Copenhagen, Emil Holms Kanal, 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 2020 (briefing)
    Enclosure 1: Accounts of the ITU as per June 30, 2020
    Enclosure 1 Appendix: Administrative Costs

3. Fulfilment of Strategic Contract Targets 2020 (discussion)
    Enclosure 2: Follow-up on Strategic Framework Contract Targets 2020

4. Framework Budget 2021 - 2024 (decision)
    Enclosure 3: Framework Budget 2021 – 2024

5. Status on COVID-19 Activities (briefing)
    Enclosure 4: Principles for ITU Fall, 2020

6. Actions Regarding Intake, Autumn 2020 (briefing)
    Enclosure 5: ITU Student Admission 2020

7. Intake Regarding MSc Data Science 2021 (decision)
    Enclosure 6: MSc Data Science Programme - recommendation

Confidential items:

8.

9.

Public items:

10. Status Regarding ITU Campus (briefing)

11. Rules of Procedure Review (decision)
    Enclosure 7a: ITU´s Forretningsorden (in Danish)
    Enclosure 7b: ITU´s Rules of Procedure (in English)

12. The Board´s Self-evaluation 2020 (decision)
    Enclosure 8: ITU Board Self-evaluation Questionnaire

13. Questions Regarding Mail-delivered Briefings (briefing)

14. Presentation of the New Chairman of the ITU Board as of November 1, 2020 (briefing)

15. Any Other Business

The Executive Management´s comments on the agenda

Public items:

Item 1: Approval of the Minutes from the Previous Meeting (decision)
No comments to the minutes from the meeting on June 3, 2020, have been received.

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

Item 2: Half-year Accounts and Prediction for the Result of 2020 (briefing)
Enclosure 1: Accounts of the ITU as per June 30, 2020
Enclosure 1 Appendix: Administrative Costs

We refer to the enclosure.

Item 3: Fulfilment of Strategic Contract Targets 2020 (discussion)
Enclosure 2: Follow-up on Strategic Framework Contract Targets 2020

Progress has been made on most of the targets related to the Strategic Framework Contract (Enclosure 2). One particularly positive development is the increased number of admitted female students on the BSc programmes in Software Development and Data Science (Target T5). The implementation of new ways of online learning (Target

---

T8) has been accelerated significantly, due to the COVID-19 lockdown; although our original plans could not be completed, we consider this target to be met.

Item 4: Framework Budget 2021 – 2024 (decision)
Enclosure 3: Framework Budget 2021 – 2024

We refer to the enclosure.

Recommendation:
The Executive Management recommends that the Framework Budget 2021 – 2024 be approved.

Item 5: Status on COVID-19 Activities (briefing)
Enclosure 4: Principles for ITU Fall, 2020

After being closed in spring, campus is now open again. A lot of restrictions are still in force, especially due to the demands from the authorities on distance. Among other things, this means that about 50% of the teaching is done online. It has been a priority to give new students sufficient teaching on campus to secure a feeling of "belonging" at ITU and a good start as ITU student. It has been decided e.g. to keep Scrollbar closed – for the time being until the fall holidays; to have very few arrangements and to limit travel activities – all in order to limit the risk of infection.

We refer to enclosure 4 regarding information on the principles for learning activities at ITU in the fall of 2020.

Item 6: Actions Regarding Intake, Autumn 2020 (briefing)
Enclosure 5: ITU Student Admission 2020

We refer to the enclosure.

Item 7: Intake Regarding MSc Data Science 2021 (decision)
Enclosure 6: MSc Data Science Programme - recommendation

At the meeting on September 19, 2019, the board decided not to open the MSc Data Science programme in 2020 if no further basic funding was secured. It was also decided to discuss the matter again at the board meeting in September 2020, and in particular to reconsider the option to open the programme in 2021 and to reduce the capacity on existing MSc programmes correspondingly.

Recommendation:
The Executive Management recommends that the IT University opens the MSc Data Science programme in 2021 with an intake of 30 students.

Confidential items:

Item 8:

Item 9:

Public items:

Item 10: Status Regarding ITU Campus (briefing)

The campus expansion has been carried through. The new building was taken into use on August 1, 2020, and about 170 employees have moved to Emil Holms Kanal. The moving has been carried through within the decided timetable and financial frame decided on in the budget 2020. Also, the teaching in the DR building has started.

At present we have started looking at the building in Rued Langgaards vej 7, where means have been allocated for a relocation of about all employees in the building, for repairs and preparations for the rental of about 3000 m2.

Item 11: Rules of Procedure Review (decision)
Enclosure 7a: ITU´s Forretningsorden (in Danish)
Enclosure 7b: 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:
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 2020 (decision)
Enclosure 8: 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 2020. 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 5, 2020, 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 19, 2020, the new Chairman of the Board will present 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)

2020-08-25: Information on Press Release
2020-08-24: Approval of New Chairman of the ITU Board
2020-07-07: Status Information Regarding Appointment of New Chairman of the Board
2020-06-11: Press Release from the Ministry on Extra Students (in Danish)
2020-06-11: Accounts of the ITU as per March 31, 2020

Item 14: Presentation of the New Chairman of the Board as of November 1, 2020 (briefing)

Item 15: Any Other Business

Yours sincerely,

Gitte Gramstrup
Assistant to the Executive Management

IT UNIVERSITY OF COPENHAGEN

Enclosure 1

Accounts of the IT University of Copenhagen, as per June 30, 2020

This report presents the second quarter actual accounts and the revised forecast of June 30 2020 including a cash flow forecast and revised assumptions and uncertainties.

We present a more detailed view on administrative costs, and how the cost allocation has changed, in Appendix 1.

Table 1: Overview of income, costs and equity

Financial items (KDKK)	Actual 2018	Actual 2019	FCST 2020 April	FCST 2020 July
Income	298,902	340,535	323,299	339,898
Personnel costs	-193,057	-211,430	-223,416	-235,198
Other operating costs	-106,394	-122,623	-125,493	-126,441
Profit from ordinary operations	**-549**	**6,482**	**-25,610**	**-21,741**
Financial income and costs	-1,432	2,775	0	0
Profit, year-end	**-1,981**	**9,257**	**-25,610**	**-21,741**
Equity, end-year	**74,240**	**83,497**	**57,887**	**61,756**
Equity/income ratio	**0.25**	**0.25**	**0.18**	**0.18**

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 -25.6 M to DKK -21.7 M compared to April forecast.

The increase of the result, is mainly due to an increase in student activity and special grants to cover extra cost for Covid-19, both extra admissions and health care efforts.

We elaborate on income and costs in the section *Second quarter financial follow-up.*

Table 2: Staff forecast

Staff Forecast (FTE)	FCST 2020 April	Change	FCST 2020 July
Researchers, senior	67.4	1.5	68.9
Researchers	72.3	3.8	76.1
Academic staff, full-time	**139.7**	**5.3**	**145.0**
External lecturers	18.9	-9.4	9.5
Other teachers	36.4	0.0	36.4
Academic staff, part-time	**55.3**	**-9.4**	**45.9**
Academic staff, external funding	**36.9**	**8.5**	**45.4**
Academic staff total	**231.9**	**4.3**	**236.2**
Administrative staff	156.8	3.3	160.1
Administrative staff, external funding	7.5	0.4	7.9
Administrative staff total	**164.3**	**3.7**	**168.0**
Staff total	**396.2**	**8.0**	**404.2**

Table 2 shows the forecast on staff. Compared to April forecast, department heads expect to hire more researchers and less external lecturers. The increase in external funding, results in an increase in staff for external funding. The increase in administrative staff is due to the new project Novo Nordisk Fonden, regarding an introduction to the world of coding, and maternity cover for Research and Learning support.

Covid-19 effects and assumptions
Covid-19 has shown no significant effect on recruitments plans, and department heads are now hiring permanent personnel as usual.

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 April forecast. We elaborate on significant 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 2020 April	Change	FCST 2020 July
Study activity grants and tuition fees	63,499	67,279	3,780	126,998	7,560	134,558
Education, base grants	16,766	16,766	0	33,532	0	33,532
Research, base grants	67,453	67,453	0	134,906	0	134,906
Other government grants	-6,380	-5,451	929	-12,760	1,858	-10,902
External research funding	19,502	15,574	-3,927	33,436	5,567	39,003
Facilities subleasing	271	306	35	542	0	542
Other income Academic departments	74	192	118	147	0	147
Other income Adminstrative departments	4,056	4,216	160	6,498	1,614	8,112
Income	**165,240**	**166,335**	**1,095**	**323,299**	**16,599**	**339,898**
Personnel costs	13,261	11,267	-1,994	21,483	5,039	26,522
Other operating costs	2,340	673	-1,667	5,689	-1,009	4,680
External research	**15,601**	**11,940**	**-3,661**	**27,172**	**4,030**	**31,202**
Personnel costs	58,434	58,023	-411	113,666	3,201	116,867
Other operating costs	5,684	3,131	-2,553	12,050	-682	11,368
Academic departments	**64,118**	**61,154**	**-2,964**	**125,716**	**2,519**	**128,235**
Personnel costs	45,905	45,039	-866	88,267	3,542	91,809
Other operating costs	22,872	21,961	-911	46,300	-557	45,743
Administrative departments	**68,776**	**66,999**	**-1,777**	**134,567**	**2,985**	**137,552**
Building	**31,825**	**22,405**	**-9,420**	**60,160**	**3,490**	**63,650**
Management pools	**0**	**0**	**0**	**1,294**	**-294**	**1,000**
Ordinary operating net costs	**180,320**	**162,498**	**-17,822**	**348,909**	**12,730**	**361,639**
Profit from ordinary operations	**-15,080**	**3,837**	**18,916**	**-25,610**	**3,869**	**-21,741**
Financial income and costs	**0**	**-1,134**	**-1,134**	**0**	**0**	**0**
Profit	**-15,080**	**2,703**	**17,783**	**-25,610**	**3,869**	**-21,741**

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 and Learning Support, the Communication Department, the IT Department, Facilities Management, the Department of Finance and Personnel, Executive Management and finally provisions for holiday pay, parental leave, taxes and other company matters.

Building 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. In 2020, the budget includes a general reserve for the campus expansion.

Student activity grants and tuitions fees (+7.6 M)

Actual income is above the estimate as per June 30 by DKK 3.8 M, and the new forecast is DKK 7.6 M higher than April forecast.

As we show in table 4, we expect income from study activity to increase with DKK 7.6 M, corresponding to an increase in study activity of MSc students and BSc students.

Covid-19 effects and assumptions

In the previous forecast, we were uncertain about how the Covid-19 would affect study activity, and we included an expectation that, more MSc students would postpone their final thesis to next study year. We estimated that an additional 46 MSc students equivalent of 23 student FTEs, would delay handing in their thesis. On the contrary, latest forecast shows that ITU have fulfilled the 2020 Budget, and there is in total an increase of 128 student FTEs. The new forecast indicates that on-line courses and exams have been positively received by the students.

Due to the positive forecast on study activity, we have reset reduction of income by DKK 6.0 M, which was included in the previous forecast, regarding the negative effect of Covid-19.

Table 4: Study activity forecast

Study Activity Forecast	FCST April 2020		Change		FCST July 2020	
	units	KDKK	units	KDKK	units	KDKK
Students, BSc	768	51,597	21	1,378	788	52,975
Students, MSc	819	55,039	45	3,018	864	58,057
Students, guests and foreign scholarship students	38	3,536	-4	-347	35	3,189
Students, full-time (FTE)	**1,625**	**110,172**	**62**	**4,049**	**1,686**	**114,221**
Students, part-time (FTE)	**56**	**6,395**	**2**	**242**	**58**	**6,637**
Employment bonus	85%	5,138	0%	203	85%	5,341
Excess study time bonus	100%	6,042	0%	239	100%	6,281
Quality		869		-0		869
Bonuses		**12,049**		**442**		**12,491**
Other student activity		-1,618		2,827		1,209
Total income from study activity		**126,998**		**7,560**		**134,558**

Base grants and other government grants

Actual income from base grants and other government grants is above the estimate by June 30 by DKK 0.9 M. Due to Covid-19, we have received additional government grants; DKK 0.5 M for additional cleaning due to Covid-19, and a total grant of DKK 4.1 M to cover other cost regarding Covid-19.

External research funding (+5.6 M)

Actual income is below the estimate as per June 30 by DKK 0.4 M. As in previous years, we expect activities to increase during the last six months of the year.

The most recent external research funding forecast from Research and Learning support shows a significant increase of DKK 5.6 M. The previous forecast was based on data from 2019, since we have been able to increase our funding and minimize Covid-19 effects.

Covid-19 effects and assumptions

The flow of applications for new research projects from faculty members have not seem to slow down due to Covid-19. Covid-19 have only had a minor influence on travelling and meetings, but these activities are more frequent during the end of the year and have for that reason not yet been affected by Covid-19 lockdown.

Facilities subleasing

Actual income from facilities subleasing follows the estimate as per June 30.

Other income from Academic departments

Actual income is above the estimate as per June 30 by DKK 0.1 M. Income derives from teaching Informatics at It-vest and grants from the government competence fund.

Other income from Administrative departments (+1.6 M)

Income from Administrative departments is above the estimate as per June 30 by DKK 0.1 M.

July forecast shows an increase in income by DKK 1.6 M, as we have received DKK 1.2 M external funding from Novo Nordisk Foundation and adjusted Student Affairs and Programmes budget downwards by DKK 0.7 M, due to the cancellation of IT Match Making and adjusted Facilities Management budget downwards by DKK 0.4 M due to COVID-19.

Covid-19 effects and assumptions

Previous forecast included DKK 1.7 M, a negative effect on income due to Covid-19. We have reset the negative effect on income in July forecast.

External research spending (+4.0 M)

Actual personnel costs are below the estimate as per June 30 by DKK 2.0 M. We expect spending will catch up during the year as in previous years.

Actual other operating costs (excluding overhead) is below the estimate as per June 30 by DKK 1.7 M. We also expect spending will catch up during the last year as in previous years.

Finance estimates an average overhead of 23 percent. The increase of DKK 4.0 M follows the increase in income from External research funding.

Academic departments (+2.5 M)

The actual personnel cost is above the estimate as per June 20 by DKK 0.4 M.

We base the personnel forecast from June on the hiring plans from the departments. In previous years, the hiring plans from the department heads tend to be optimistic, thus we reduce the personnel forecast for the departments. In previous forecast we reduced the personnel forecast by an average of 6 per cent. July

forecast shows, that the departments are better at following their hiring plans compared to April forecast. Thus, we reduce the percentage down to 2 per cent, total equivalent of approximately DKK 2.2 M. i.e. an adjustment of DKK 2.5 M upwards compared to previous forecast.

The actual costs for other operations are below the estimate as per June 30 by DKK 0.7 M. We expect activities will pick up during the rest of the year, as in previous years. July forecast has decreased by DKK 0.7 M, as Digital Design has transferred DKK 0.4 M from other operating costs to personnel costs and Business IT has transferred DKK 0.2 M from personnel costs to other operating cost regarding Center for Digital Wealth.

Covid-19 effects and assumptions
The travel costs are significantly lower than normal due to Covid-19, which is why PhD School have adjusted their budget downwards by DKK 0.4 M.

Administrative departments (+2.9 M)
The actual personnel cost is below the estimate as per June 30 by DKK 0.9 M. We expect costs to pick up during the year. July forecast shows an increase in personnel costs by DKK 3.2 M, which is related to costs regarding the external funding from Novo Nordisk foundation and two maternity cover for Research Support.

The actual cost for other operations is lower than the estimate as per June 30 by DKK 0.9 M, partially due to effects from Covid-19, and because we expect costs will pick up during the rest of the year, as expenses such as fees to assessment committees, and purchase of IT equipment and the instalment of new server room will be carried-out later.

Forecast July has decreased by DKK 0.6 M, as there are some activities and events that have been cancelled due to Covid-19 restrictions. Research Learning support have adjusted their budget downwards with DKK 0.2 M, likewise FM has adjusted their budget downwards, since the summer party, annual party and graduation party have been cancelled. Student Affairs and Programme have adjusted their budget downwards with DKK 0.2 M, as programme review has been scaled down due to Covid-19.

Building (+3.5 M)
Actual cost is below the estimate as per June 30 by DKK 9.4 M, the main cause is that moving cost and the expansion of ITU campus will happen during summer and third quarter.

Building costs have increased by DKK 3.5 M, as we have adjusted campus expansion reserve upwards by DKK 4.9 M, for additional moving cost. Furthermore we have transferred DKK 0.6 M from the strategic reserve to IT, regarding additional IT resources and lastly we have adjusted the SEA reform downwards with DKK 0.7 M

Management pools (-0.3 M)

Management pools have decreased by DKK 0.3 M, and reflects transfers from management pools to other budget items in order to support strategic actions, e.g. grants to Center for Computing Education Research, three Post.doc personnel for Pilot Hub, an additional post.doc for Post-Award, mobile phones for staff at DR building and Data warehouse expert for Qlik. We have adjusted Management pools upwards by DKK 1.0 M, to support additional strategic action in 2020.

Financial income and costs

Financial income is below the estimate as per March 31 by DKK 1.1 M. Covid-19 has a big impact on the financial markets.

We have not made any changes to the forecast.

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. But compared to previous years, the cash flow is dropping significantly by the end of the year.

The cash flow peaks low in May, September and December due to the quarterly payments of rent. The cash flow does not peak low in March as in previous years, as first quarter rent, have been postponed due to Covid-19.

As shown in figure the cash holdings are significantly reduced during the end of the year. This is due to the payment of a DKK 9.0 M deposit regarding the new lease at Emil Holms Kanal in March. Besides that, the rent payment to DR has increased the fall in the cash flow.

By the end of the year, the cash holdings drop to DKK 17.3 M.

Cash flow forecast 2020
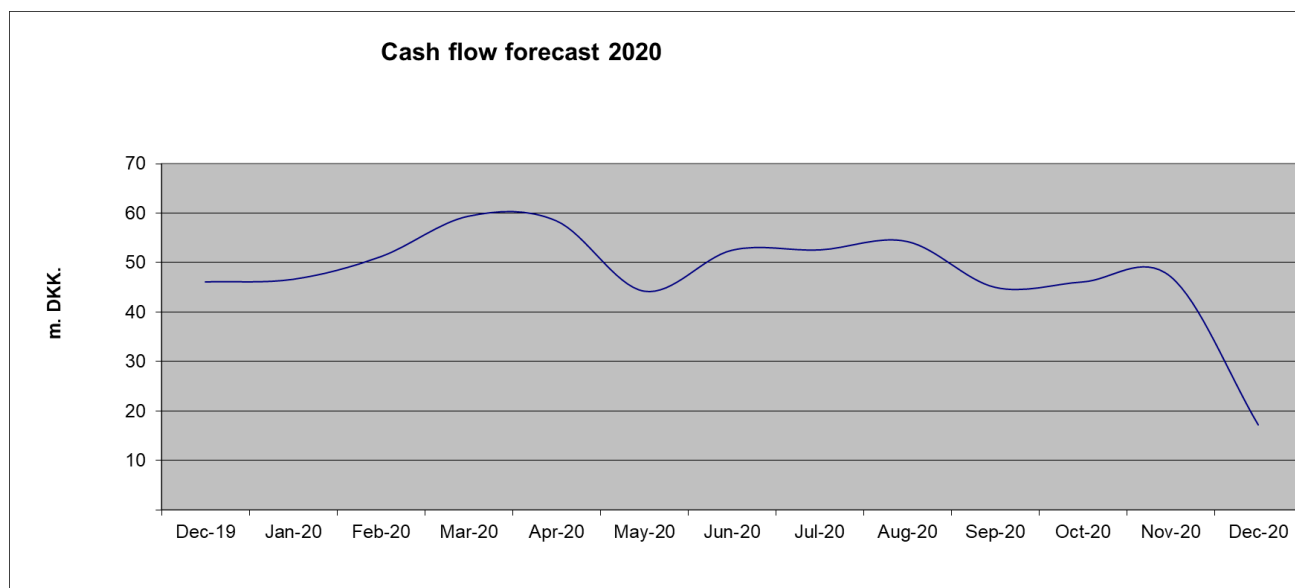
Uncertainties

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 have included a delay of 10%, for unforeseen events.

We do not expect that the academic department´s hiring plans will be 100 per cent fulfilled; hence, we have estimated that they will only use 98 pct. of their salaries budget. In previous years, the underspending has been up to 6 pct.

Building cost includes estimated costs for the expansion of the ITU campus, which was addressed as a specific risk in Budget 2020. The actual costs may still exceed the reserve, depending on the relocation plans of departments at both Emil Holms Kanal and Rued Langgaards Vej.

Enclosure 1 Appendix 1

Administrative costs

Upon request from the Board, we enclose more detailed view on administrative costs, than presented in the annual report of 2019.

Various definitions of administrative costs exist. It is safe to say, that every company or institution has not one but multiple ways of calculating administrative costs depending on the task at hand.

Here, we use the definition of administrative costs available in the manual from the Ministry of Higher Education and Research regarding cost allocation. The cost allocation is part of the key figures presented in the annual report, section 3.6.

Cost allocation 2017-2019
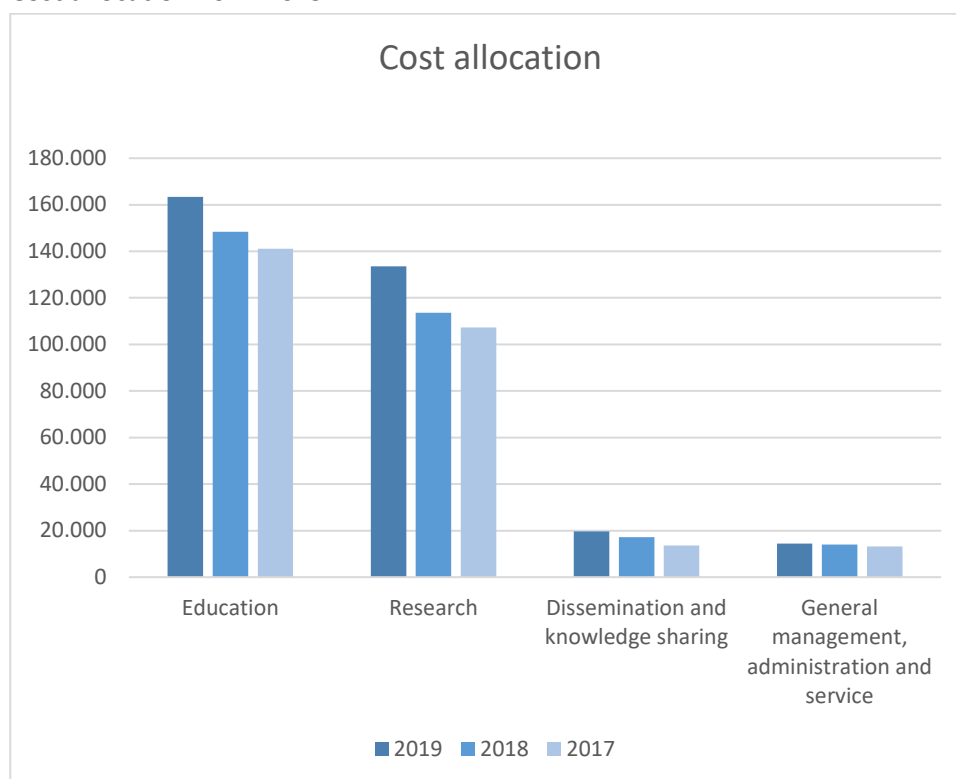
Source: ITU annual reports

ITU cost structure

In recent years, we have invested more in administration to support Researchers, such as Research and Learning Support and Personnel Assistants for the three Head of the Academic Departments. Despite of these investments, we have been able to keep the administration costs at a very stable level.

The three charts below indicate a direct/indirect cost ratio close 1.0, i.e. the direct cost being *Education and Research*, and the indirect cost being both *Administration* and *Facilities and IT infrastructure*.

Looking back on the period 2017-2019 the balance between the three categories remains almost constant

Education & Research includes personnel costs and IT equipment that are used for teaching and research and costs related to educating ph.d students.

Administration includes study programme development and marketing, student affairs, personnel management, Legal, Financial and HR services, Research and Learning Support for academic personnel and student affairs.

Facilities & IT infrastructure includes rent and 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, IT infrastructure such as server room, network and other services.

Cost Allocation of total costs 2017

Cost allocation of total costs 2017

- Education & Research: 50%
- Administration: 30%
- Facilities and it-infrastructure: 20%
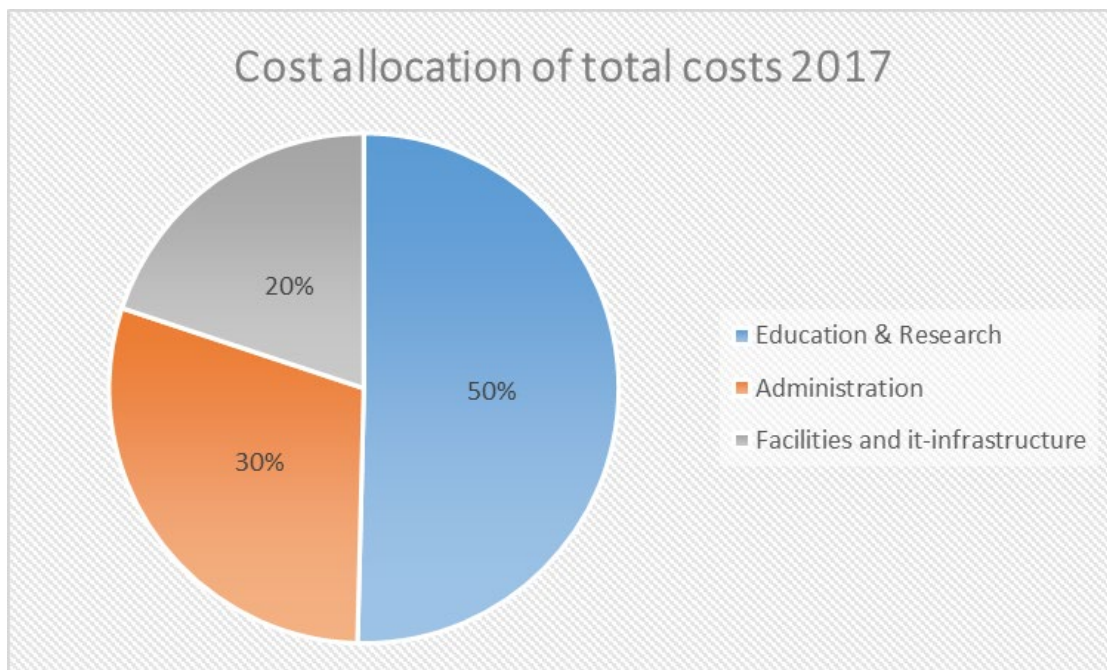
Cost allocation of total costs 2018

Cost allocation of total costs 2018

- Education & Research: 51%
- Administration: 30%
- Facilities and it-infrastructure: 19%
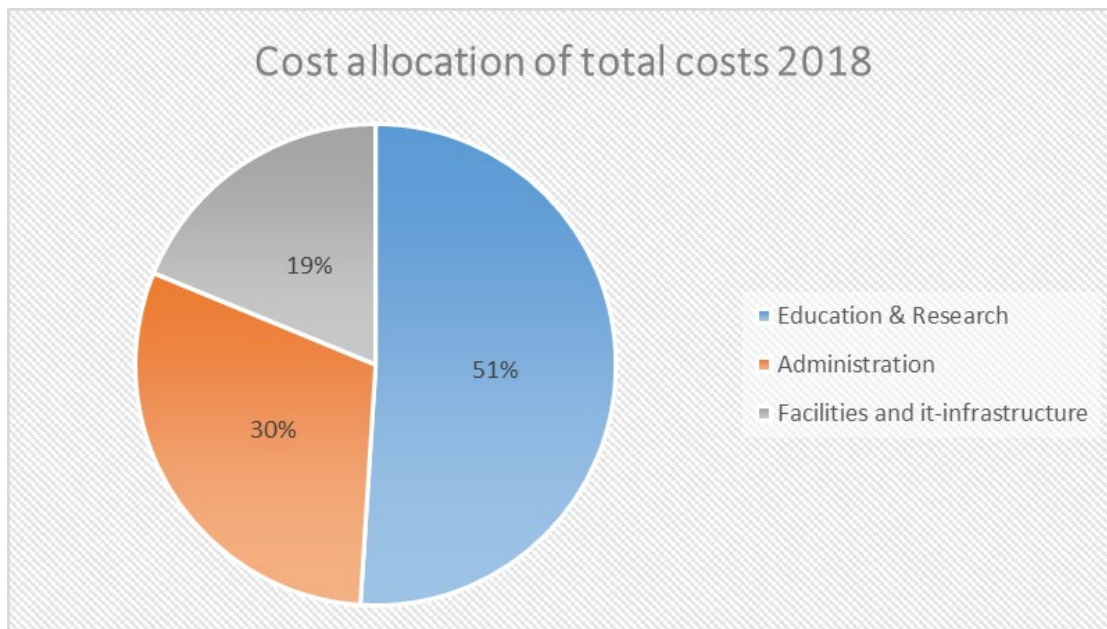
Cost allocation of total costs 2019
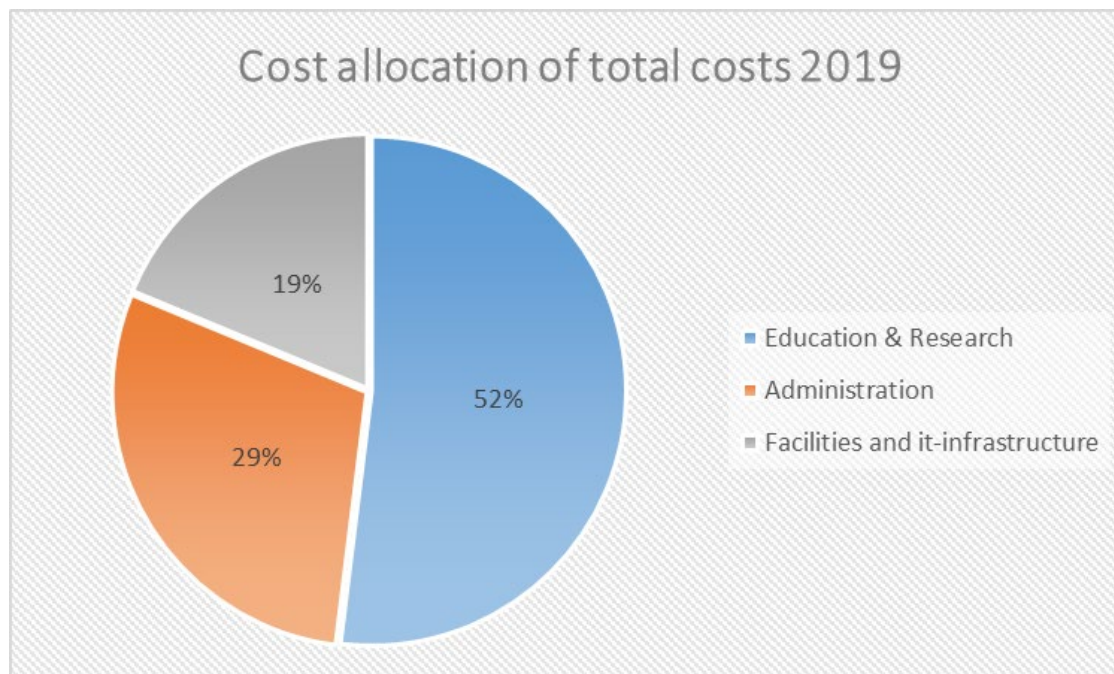
Source: ITU annual reports

Benchmark on general management, administration and services

Below, we compare costs for general management, administration and services per university.

In general, these includes board fees and executive management including secretariat, and a proportionate part of costs of technical and administrative costs, i.e. facilities, it-infrastructure, financial reporting, legal advisors and HR.

General management, administration and services, percentage of total costs
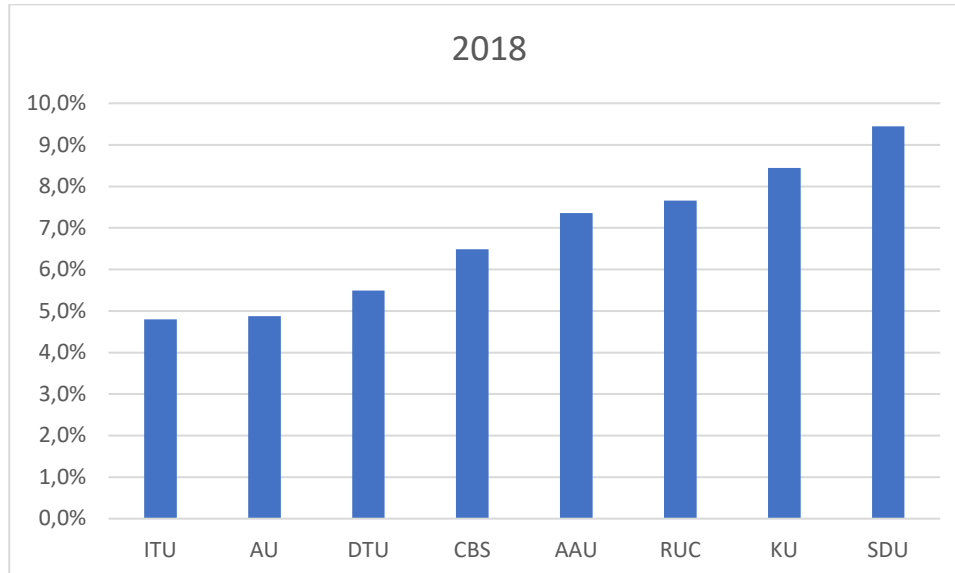
Source: The Ministry of Higher Education and Research

As of 2018, ITU has the lowest percentage of all universities. In our experience, the Ministry of Higher Education and Research takes a special interest in the development of costs for general management, administration and services.

ITU cost structure

Below, we break down the total net cost of 2019 into three main categories: *Research and Education, Administration, Facilities and IT infrastructure*.

To be clear, *Administration and Services* include general management, administration and services (4.8 percent in 2019 as discussed in the previous section. More significantly *Administration and Services* include a number of specific services on which *Education and Research* depends. Some examples are:

- Marketing, development and quality assurance of study programmes including support for the Study Board
- Student affairs, i.e. handling applications, enrolment, counselling, scholarships, exams and promoting the wellbeing of students.
- Research support such as managing applications, awards and reporting to external funder
- Course manning and postgraduate teacher training of researchers including support for the PhD School

Finally, we include financial, legal and recruitment support for all the above.

ITU Budget model

The ITU budget model closely monitors the development in the administrative/academic staff ratio. hen preparing the Framework Budget and the Annual Budget, we use an administrative/academic staff ratio below 0.75.

Below, you find an illustration recapping the ITU Budget Model, as presented at the Board Strategy Seminar June 2018.

ITU Budget Model
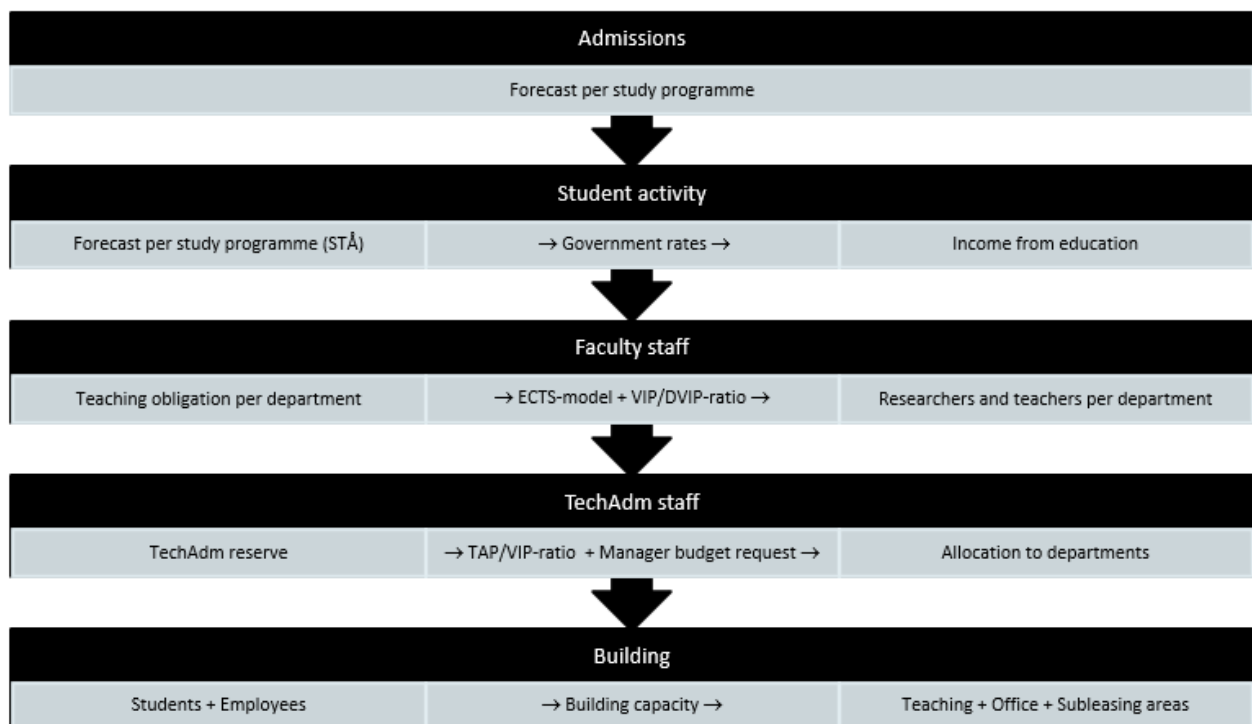
Enclosure 2

Follow-up on Internal Strategic Targets for 2020 (Strategic Framework Contract Targets)

The report stated in the chart below represents the results as of 1 June 2020.

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 obtains additional basic funding for increasing the number of admitted students in 2020.	The IT University is in the process of getting support for funding to increase the number of admitted students.	🟡
T2	The IT University admits at least 240 students in total on the Study Programme BSc in Software Development and the Study Programme BSc in Data Science in 2020.	In 2020, approximately 200 students will be admitted on the Study Programme Bachelor in Software Development and approximately 90 students will be admitted on the Study Programme Bachelor in Data Science. More students than expected are going to be admitted on the two study programmes due to extra COVID-19 related admission in 2020. There will be a follow-up after third quarter 2020.	🟢

T3	The IT University admits at least 111 students on the Study Programme MSc in Computer Science in 2020.	The IT University has decided to admit less students on the Study Programme MSc in Computer Science than originally planned in 2020 and to admit more students on the Study Programme MSc in Software Design based on the number and quality of applications. The target will not be achieved in 2020.	🔴
T4	In 2020, the dropout rate after the first year of study is at most 20 per cent among students admitted in 2019 on each of the study programmes BSc in Software Development and BSc in Data Science.	As of 1 June, the dropout rate after the first year of study among students admitted in 2019 on the Study Programme Bachelor in Software Development is six per cent and on the Study Programme Bachelor in Data Science it is seven per cent. The target will likely be met. There will be a follow-up after third quarter 2020.	🟢
T5	In 2020, the IT University admits at least 21 per cent female students in total on the Study Programme BSc in Software Development and the Study Programme BSc in Data Science.	334 students are offered admission on the two study programmes Bachelor in Software Development and Bachelor in Data Science in 2020. 93 female students are offered admission which is 28 per cent of the offered study places. The percentage of admitted female students is expected to be above 21 per cent and the target will be achieved in 2020. There will be a follow-up after third quarter 2020.	🟢
T6	In 2020, the dropout rate after the first year of study is at most 20 per cent among female students admitted in 2019 on each of the study programmes BSc in Software Development and BSc in Data Science.	As of 1 June, the dropout rate among female students admitted in 2019 on the Study Programme Bachelor in Software Development is seven per cent and on the Study Programme Bachelor in Data Science it is four per cent. The target will likely be met. There will be a follow-up after third quarter 2020.	🟢

IT UNIVERSITY OF COPENHAGEN

T7	The IT University's total VIP / DVIP ratio is at least 3.0 and no study programme has a VIP / DVIP ratio of less than 2.4 in 2020.	It is too early to measure the achievement of this target. There will be a follow-up after third quarter 2020.	◯
T8	The IT University implements new ways of learning on four courses during 2020. This is done by widening the use of blended learning and continuing the development of the IT University's definition of blended learning and co-creation development models.	Due to the COVID-19 lockdown, new ways of online learning have been widely used at the IT University in the Spring of 2020 and a thorough evaluation of the online teaching will be conducted to identify best practices.	🟢
T9	In 2020, the average score in UddannelsesZoom for the question "The quality of my education is overall high" is at least 4.0 on a scale from 1 to 5.	It is too early to measure the achievement of this target. There will be a follow-up after fourth quarter 2020.	◯
T10	In 2020, the IT University develops a model for continuous pedagogic/didactic competence development for permanently employed scientific staff (VIP).	Discussions on competence profiles and a plan for implementing the aspects of the new job structure regarding continuous pedagogic/didactic competence development is expected in 2020. There will be a follow-up after fourth quarter 2020.	🟢
T11	In 2020, the average score in UddannelsesZoom for the question "My learning outcomes are high" is at least 4.0 on a scale from 1 to 5.	It is too early to measure the achievement of this target. There will be a follow-up after third quarter 2020.	◯
T12	In 2020, for each of the MSc study programmes at the IT University the average of graduate unemployment, measured fourth to seventh quarter after the graduation of MSc students graduated from the IT University in 2017, is less than or equal to the average of MSc unemployment measured fourth to seventh quarter after the graduation of all MSc students from a shared Danish MSc programme.	In 2020, the average of unemployment, measured fourth to seventh quarter after graduation is in the range 3.4 to 7.6 per cent for the MSc graduates from the four MSc Study Programmes at the IT University in 2017, which is less than the average of MSc unemployment of 11.2 per cent measured fourth to seventh quarter after the graduation for all MSc students from a shared Danish MSc programme.	🟢

T12-I	In 2020, the weighted rolling average of graduate unemployment measured fourth to seventh quarter after the graduation of MSc students graduated from the IT University in 2015, 2016 and 2017 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 from a shared Danish MSc programme.	In 2020, the weighted rolling average of graduate unemployment measured fourth to seventh quarter after the graduation of MSc students graduated from the IT University in 2015, 2016 and 2017 is 8.7 per cent. The weighted rolling average of MSc unemployment measured fourth to seventh quarter after the graduation of all MSc students from a shared Danish MSc programme is 11.1 per cent.	🟢
T13	In 2020, the average score in UddannelsesZoom for the question "My education has prepared me for my current or most recent job" is at least 4.0 on a scale from 1 to 5.	It is too early to measure the achievement of this target.

There will be a follow-up after third quarter 2020. | ⚪ |
T14	In 2020, the IT University implements a revised annual cycle and a report form for each employers' panels.	The revised Terms of Reference, incl. the revised annual cycle and report form for employers' panels have been in use from the start of 2020.	🟢
T15	In 2020, the IT University will homogenize all employment tickets and implements the new concept in 2020.	Homogenising employment tickets has begun in Spring 2020, and unanimous proposals are being prepared for them during Fall 2020. The process is that the Head of Study Support in dialogue with Head of Study Programmes and Head of Departments formulate proposals based on a common format. However, the employment tickets are formulated by the employer's panels, which is why final homogenization cannot be ensured.	🟡
T15-I	In each of the years during the term of the Strategic Framework Contract and for any IT University study programme, an employment ticket has been approved by the relevant Programme-Specific Employers´ Panel.	All employment tickets are approved by employers' panels at their meetings in January and February 2020.	🟢

T16	The IT University establishes a systematic dialogue with at least three relevant private funds in 2020.	The IT University has been in dialogue with more than three private foundations, so the target is expected to be achieved in 2020.	🟢
T17	The Research Centre for Government IT has made a proposal for an education program to be offered to executives and project owners from the government sector.	The Research Center for Government IT is trying to develop an education program in collaboration with an international researcher. It is still uncertain whether the collaboration can be established. There will be a follow-up after third quarter.	🟡
T18	In 2020, the number of scientific staff in the field of information security remains at least at the same level as in 2019.	It is too early to measure the achievement of this target. The target is likely to be achieved and there will be a follow-up after third quarter 2020.	🟢
T19	In 2020, the number of scientific staff in the field of data science remains at least at the same level as in 2019.	It is too early to measure the achievement of this target. The target is likely to be achieved and there will be a follow-up after third quarter 2020.	🟢
T20	In 2020, the IT University establishes a systematic dialogue with at least two major Danish companies with at least 250 employees.	The IT University has a systematic dialogue with more than two Danish companies, so it is likely that the target will be achieved in 2020.	🟢
T21	The IT University enters into a collaboration agreement with one or more companies in 2020, leading to at least three research and development activities.	This target is dependent on the dialogues established with companies within target T20. During the fall it will be attempted to set up collaboration agreements on research and development activities. There will be a follow-up after third quarter.	🟡

T22	For research centers at the IT University, a new Governance Model will be formulated in 2020 that relates to vision, strategy, targets, steering committee, international advisory board, action plan and evaluation cycle.	A new Governance Model has been discussed at meetings in Forskningsforum. A new Governance Model is expected to be ready in 2020. There will be a follow-up after third quarter.	🟢
T23	The IT University implements the new Governance Model for all existing research centers in 2020.	It is very likely that a new Governance Model will be decided by the three Heads of Department, Prorector and Vice Chancellor in 2020. But the new Government Model will not be implemented in the fall 2020 for all research centers. There will be a follow-up after third quarter.	🔴
T24	The IT University develops in 2020 an "Informatics for All" Strategy through an internal process.	The process is slightly delayed due to the COVID-19 situation. A working group has been established. The overall framing and naming of the target has been formulated. Specific tasks and efforts have been identified. Depending on how much extra time the COVID-19 situation and relocation to DR will require, we should be able to meet the target in 2020. There will be a follow-up after third quarter.	🟡
T25	In 2020, the IT University establishes the "Center for Computing Education Research" with its own Steering Committee and International Advisory Board, including an Action Plan that contains among other things expectations towards attracting external research funding.	Executive Management has formally established the Center for Computing Education Research with a center management and steering group. Also, a four year budget has been allocated to the center. The official kick-off event has been delayed due to the COVID-19 situation, but is expected to be held in the early autumn.	🟢

T26	In 2020, the IT University enters into a collaboration agreement on Master's Programmes (Professional Education) with It-vest.	Collaboration between the IT University and It-vest is being discussed. The collaboration is at the moment awaiting an approval from the Board of Directors of It-vest.	🟡
T27	The IT University will offer at least one course in Copenhagen in 2020 under the auspices of It-vest, including course evaluation based on the IT University's model. The course in Copenhagen could e.g. be for high school teachers, where the IT University in 2020 must participate in the continuing education of at least 30 high school teachers, where the average score of the course evaluation must be at least 4.75.	The IT University will not offer courses for high school teachers in cooperation with It-vest in 2020. The IT University will in cooperation with It-vest offer the course "Security and Privacy" in the Spring 2021. This course is part of the Master Study Programme in Software Construction and can be followed by high school teachers. The target will not be achieved in 2020.	🔴
T27-I	In 2020, the IT University will teach at least 30 high school teachers who are to teach Informatics in High School. The high school teachers course evaluations of the teaching provided by the IT University have an average score of at least 4.75.	The IT University will not offer courses for high school teachers in cooperation with It-vest in 2020. The target will not be achieved in 2020, cf. target T27.	🔴

IT UNIVERSITY OF COPENHAGEN

Enclosure 3

Framework Budget 2021 - 2024

This presentation concerns the ITU Framework Budget for 2021-2024.

Summary

The Framework Budget shows a negative result of DKK -3.1 M in 2021 and an accumulated positive result of DKK 2.3 M throughout the four-year period. In 2024, the equity/income-ratio is exactly the preferred level of 0.18.

The Framework Budget includes a management pool of DKK 6.5 M in 2021, DKK 7.0 M in 2022 and 2023 and DKK 8.1 M in 2024 to sustain strategic actions.

Executive Management recommends that the Board approves the submitted Framework Budget and authorize Executive Management to prepare the Budget Proposal for 2021. We will present the budget Proposal for 2021 at the Board meeting on 19 November 2020.

Management assumptions

In general, we assume the Budget Proposal Act for 2021 (FFL 2021), to be presented by the Government on 31 August 2020, is passed by Parliament without substantial changes regarding the university.

Specifically, we base the Framework Budget for 2021-2024 on the following assumptions:

- Admission of students and student activity will be as shown in table 3 and table 4.
- Due to Covid-19, a political decision has been made to increase admissions in the university sector. In 2020 we have increased our admission of BSc students with 18 pct. compared to 2019, which is why, the admission seems to fall over time in table 4.
- The additional grant of DKK 4.1 M for BSc admissions 2020 is spread out evenly from 2020 to 2022, i.e. adds DKK 1.4 M in 2021 and 2022.
- Government grants are significantly reduced by DKK 15.6 M in 2021 and onwards, due to the SEA reform. The SEA reform aims to reduce the lease cost of Rued Langgaards Vej to the market level, i.e. both budget items building cost and government grants are reduced by the same amount.

- ITU has received an additional government grant of DKK 3.5 M and DKK 4.3 M in 2021 and 2022, respectively, from the STEM-pool administered by the Minister of Higher Education and Research.
- Spending of external research funding rises throughout the period from DKK 40.3 M in 2021 to DKK 50.2 M in 2024. The rise is depending on a continuous increase in external research funding per senior researcher FTE throughout the period.
- Recruiting and hiring of academic staff follows the strategic choice that ITU should stay close to the average of the Danish university sector in terms on teaching efficiency, measured as ECTS per teaching FTE. In 2021, we use 1,567 ECTS per teaching FTE.
- In previous years, the three academic departments did not use their full budget for personnel costs, and we assume that they will use 96 pct. in 2021 and onwards.
- The forecast on administrative staff follows a new administrative/academic staff ratio of 0.75, including all staff (instead of permanent positions only, and with ratio of 1:1, as in previous years). Throughout the years the administrative/academic staff ratio does not exceed 0.75.
- ITU rents additional facilities at DR to accommodate growth in students and staff. We plan to sublease a gross area of 2,400 square meters at Erik Holms Kanal and a gross area of 2,900 square meters at Rued Langgards vej from 2021 and onwards, generating a yearly income of DKK 10.9 M. We do not expect to sublease all available offices and include a vacancy of 50 pct. in 2021 and 10 pct. in 2022 and onwards.
- Income from interest and return on the investment portfolio provide a return of DKK 0.9 M from 2021 and onwards.

We base the Framework Budget on equity at the end of 2020 as expected in the accounts as per June 2020 from August 2020. In 2020, we regulate Government grants with a +1.5-pct. average price/wage inflator, as stated in the Government's initiative. We regulate personnel costs and other operating costs with +1.7 pct. and +1.2 pct. in 2020, respectively. The inflators regarding 2022 to 2024 are set at the 2021 level.

Table 1: Framework Budget 2021-2024

Budget items (KDKK)	Budget 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024
Study activity grants and tuition fees	131,740	144,600	146,651	147,214	143,355
Education, base grants	33,532	34,035	34,035	34,035	34,035
Research, base grants	134,906	136,833	136,099	136,099	136,099
Other government grants	290	-10,650	-9,789	-15,540	-15,540
External research funding	33,436	40,331	44,116	47,108	49,193
Facilities subleasing	639	5,468	9,842	9,842	9,842
Other income Academic departments	0	0	0	0	0
Other income Adminstrative departments	9,269	8,604	9,651	9,900	11,930
Income	**343,812**	**359,221**	**370,606**	**368,659**	**368,915**
Personnel costs	21,784	25,812	28,675	31,091	32,467
Other operating costs	5,769	6,856	7,500	8,008	8,363
External research	**27,553**	**32,668**	**36,175**	**39,099**	**40,830**
Personnel costs	113,295	120,912	122,902	121,160	119,638
Other operating costs	10,956	13,242	12,689	12,371	10,784
Academic departments	**124,251**	**134,154**	**135,592**	**133,531**	**130,422**
Personnel costs	87,816	90,694	89,380	86,963	86,006
Other operating costs	40,999	36,857	38,238	39,086	40,942
Administrative departments	**128,815**	**127,551**	**127,618**	**126,049**	**126,948**
Building	**82,790**	**62,402**	**62,402**	**62,402**	**62,402**
Management pools	**1,948**	**6,448**	**6,994**	**6,994**	**8,094**
Ordinary operating net costs	**365,357**	**363,223**	**368,781**	**368,075**	**368,696**
Profit from ordinary operations	**-21,545**	**-4,003**	**1,825**	**584**	**219**
Financial income and costs	**909**	**909**	**909**	**909**	**909**
Profit	**-20,636**	**-3,094**	**2,734**	**1,493**	**1,128**
Equity, end-year	**62,449**	**59,355**	**62,089**	**63,582**	**64,710**
Equity/income ratio	**0.18**	**0.17**	**0.17**	**0.17**	**0.18**

In table 1, we show income, cost and equity for the next four years including a stabile equity/income ratio 0.18 in 2020 and 0.18 in 2024, which is the preferred level.

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

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

Building consist of rent at Rued Langgards vej and Erik Holms Kanal 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.

Management pools includes a pool of DKK 6.5 M in 2021, DKK 7.0 M in 2022 and 2023 and DKK 8.1 M in 2024 to support strategic actions continuously. Executive Management allocates the funds to the academic departments, the administrative departments or building costs.

Other income from administrative departments increases from 2021 and onwards, as we expect an increase in activities from ITU Professional courses. Furthermore, we have received DKK 1.2. M in 2021 and 2022 external funding from Novo Nordisk Fonden, regarding an introduction to the world of coding.

Please notice the ordinary operating costs in administrative departments rise from 2021 to 2024, due to the increase in income from ITU Professional courses and are intended to spend on academic manning for teaching at ITU Professional courses.

As study activity rises, we allocate resources to the academic departments according to the ECTS model. We allocate additional resources to the administrative departments upon requests and within the preferred administrative/academic staff ratio of 0.75.

As a result of a high admission in BSc students in 2020, the BSc student FTEs increases in 2020 and 2021 and decreases again afterwards, which is why both academic and administrative personnel costs increase and decrease equivalently. Furthermore, the decrease in personnel costs reflects the decision of increasing ECTS production per teaching FTEs by 10 pct.

Building costs in 2021 and onwards are significantly lower compared to Budget 2020, as many of the one-time expenses regarding the expansion of ITU campus, have been held in 2020.

Table 2: Staff forecast

Staff Forecast (FTE)	Budget 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024
Researchers, senior	70.2	78.9	81.9	83.4	83.4
Researchers	66.9	63.0	60.9	56.7	54.5
Researchers, external funding	39.5	48.0	54.1	59.0	62.4
External lecturers	18.9	18.9	19.1	18.7	18.4
Other teachers and external examiners	36.4	40.1	40.5	39.9	39.1
Academic staff	**231.9**	**248.9**	**256.5**	**257.7**	**257.8**
Administrative staff	156.9	160.3	158.6	158.9	157.2
Administrative staff, external funding	7.9	6.8	5.3	4.3	3.7
Administrative staff	**164.8**	**167.1**	**163.9**	**163.2**	**160.9**
Staff total	**396.7**	**416.0**	**420.4**	**420.9**	**418.7**
Administrative/Academic staff ratio	**0.71**	**0.67**	**0.64**	**0.63**	**0.62**

Table 2 shows the changes in academic and administrative staff.

The academic staff forecast is compliant with the Quality Policy for education and the changes in the ECTS Model.

The administrative staff forecast results in an administrative/academic staff ratio under 0.75, throughout the period.

The administrative staff include permanent positions in the academic departments such as the three heads of department, lab managers, research programmers and student workers assisting researchers.

Education

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

Table 3: Student activity forecast

Study Activity Forecast	Budget 2020 units	KDKK	Forecast 2021 units	KDKK	Forecast 2022 units	KDKK	Forecast 2023 units	KDKK	Forecast 2024 FALSE	KDKK
Students, BSc	768	51,597	853	58,184	886	60,456	876	59,774	821	56,001
Students, MSc	842	56,585	903	61,624	907	61,890	925	63,105	929	63,377
Students, guests	32	2,131	32	2,163	32	2,163	32	2,163	32	2,163
Students, foreign schoolarships (FRF)	7	1,405	6	1,272	6	1,272	6	1,272	6	1,272
Students, full-time (FTE)	**1,648**	**111,718**	**1,793**	**123,242**	**1,831**	**125,781**	**1,838**	**126,314**	**1,787**	**122,812**
Students, part-time (FTE)	**61**	**6,922**	**57**	**6,594**	**56**	**6,491**	**56**	**6,468**	**56**	**6,455**
Employment bonus	85%	5,216	87%	5,886	77%	5,361	77%	5,384	77%	5,233
Excess study time bonus	100%	6,133	100%	6,781	100%	6,922	100%	6,953	100%	6,758
Quality		869		882		882		882		882
Bonuses		**12,218**		**13,549**		**13,166**		**13,218**		**12,873**
Other student activity		**882**		**1,214**		**1,214**		**1,214**		**1,214**
Total income from study activity		**131,740**		**144,600**		**146,651**		**147,214**		**143,355**

The income from education are increasing from DKK 131.7 M in 2020 to DKK 143.4 M in 2024, as we expect to admit more full-time students.

The target employment rate put forth by the Government is 94.6 pct. in each of the years 2021 – 2024.

For preparing the Framework Budget 2021-2024, we use the actual employment rate of 91 pct. (among graduates from 2016) corresponding to a target achievement of 87 pct. in 2021. In 2022 and onwards we carefully estimate that the employment rate is 89.0 pct. corresponding to a target achievement of 77 pct.

We expect to fulfill the excess study time bonus by 100 pct. throughout the period.

Table 4: Student admission forecast

Admission (Number of students)	Actual 2017	Actual 2018	Actual 2019	Budget 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024
B-SWU	147	149	162	198	140	140	140	140
B-DDIT	63	59	62	55	59	59	59	59
B-GBI	67	69	72	95	97	60	60	60
B-DS	56	64	68	93	100	100	100	100
BSc	**333**	**341**	**364**	**441**	**396**	**359**	**359**	**359**
K-DDIT	145	139	139	127	130	130	130	130
K-DIM	132	159	129	126	130	130	130	130
K-SD	0	79	107	143	120	120	120	120
K-CS	0	91	80	87	117	117	117	117
K-GAMES	61	49	52	43	50	50	50	50
MSc	**338**	**517**	**507**	**526**	**547**	**547**	**547**	**547**
M-ILM	48	40	42	40	40	40	40	40
Master	**48**	**40**	**42**	**40**	**40**	**40**	**40**	**40**
Total	**719**	**898**	**913**	**1007**	**983**	**946**	**946**	**946**

Table 4 shows the admission forecast for each study programme.

Table 5: Student activity rates

Student activities rates (DKK)	2020	2021	2022	2023	2024
Government Grant, BSc (FTE)	67,227	68,235	68,235	68,235	68,235
Government Grant, MSc (FTE)	67,227	68,235	68,235	68,235	68,235
Government Grant, Guest students (FTE)	67,227	68,235	68,235	68,235	68,235
Employment rate target	94.6%	94.6%	94.6%	94.6%	94.6%
Excess study time target months	3.8	3.8	3.8	3.8	3.8
Government Grant, part-time SEN (FTE)	40,164	40,766	40,766	40,766	40,766
Government Grant, part-time IND (FTE)	40,164	40,397	40,397	39,890	39,890
Government Grant, part-time ILM (FTE)	28,983	29,418	29,418	29,418	29,418
Tuition fee, part-time students	85,000	85,000	85,000	85,000	85,000

Table 5 shows the student activity rates from Budget Proposal Act for 2020.

Uncertainties regarding the Framework Budget

The ordinary operating uncertainties, which could affect the Framework Budget, includes production of full-time and part-time student FTE, external research funding, self-insurance, financial income, Government regulation and educational reforms. Figure 1 displays a simulation where some of these uncertainties have been compared to the Framework Budget result.

Figure 1: Operating uncertainties related to end year result 2021
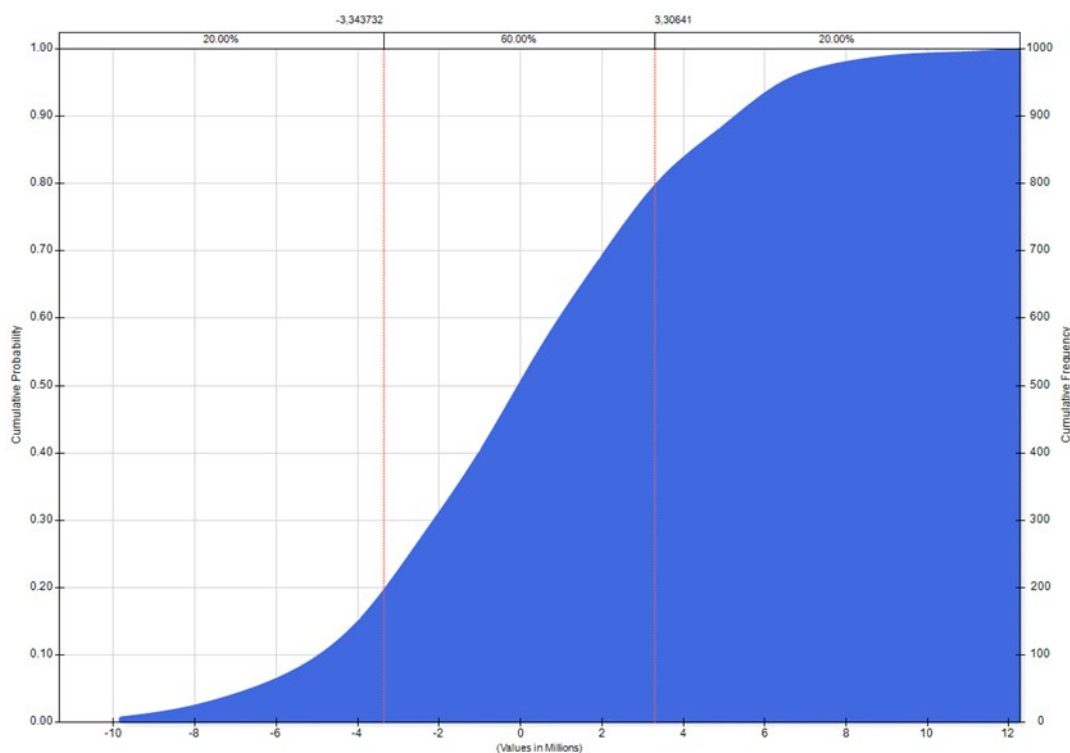
The simulation in figure 1 indicates that the probability of the actual result being at least DKK 3.3 M less than the budgeted result of DKK -3.1 M is approx. 20 pct. Equally, the probability of the actual result being at least DKK 3.3 M more than the budgeted result of DKK -3.1 M is approx. 20 pct.

Figure 2: Sensitivity impact analysis

With the risk of fluctuations into consideration, this is further elaborated in figure 3. Here, the red bar shows the maximum income from a given factor, while the blue bar shows the minimum income from a given factor. The larger the difference is between the red and blue, the greater sensitivity.

Figure 2: Sensitivity impact analysis
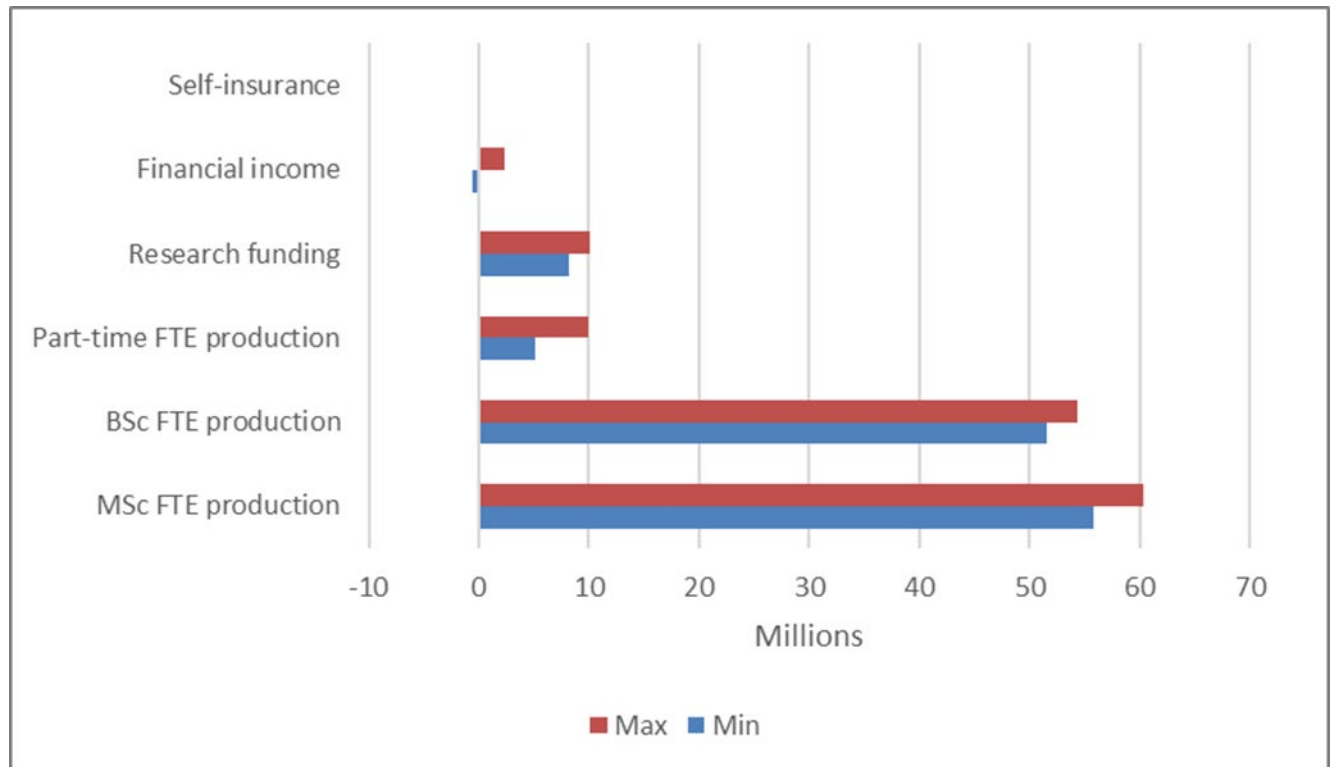
Specific operating risks

The specific operating risks are not included in the risk simulation. Instead, we elaborate on the specific operating risks below.

Covid-19 and the effects on Research base grants

So far, The Government has set aside 1 pct. of the Gross Domestic Product (GDP) for research and development, among these, Research base grants at the universities. The budget proposal act includes a "stimulus"-package of DKK 750 M in 2021, which evens out the decline in GDP. The government currently earmarks the stimulus-package for green research. In short, the stimulus-package is subject to the upcoming political negotiations, i.e. the package may decrease in size, and the usual allocation of base grants does not apply. Thus, the research base grant for 2021 remains uncertain at this point. In worst case, the IT University has no part in the stimulus-package, which reduces Research Base grant up to DKK 9.2 M in 2021. If the recession continues it will also have an impact in the following years.

We do not include the above estimate in the Framework Budget.

Subleasing excess office spaces
We have a total of 5,300 square meter available office spaces for subleasing. The Framework Budget includes a 10 pct. vacancy from 2022 and onwards. If the vacancy increases to 50 pct. it will reduce our income from subleasing with DKK 4.3 M each year.

We do not include the above estimate in the Framework Budget.

New study administrative system
Kopernikus, a new study administrative system to replace STADS, is in the making. The cost of developing and running Kopernikus are split between the users, i.e. the universities. Based on the preliminary project budget and a fair split, we estimate the annual cost including depreciations will be DKK 3.2 M from 2021 onwards, compared to the current annual cost of DKK 0.5 M. The project budget and a fair split between the universities are still up for discussion. If a completely different split is decided, it might cost ITU up to DKK 10.0 to DKK 15.0 M per year and in addition it will be up to each university to implement some integrations to other systems.

We do not include the above estimate in the Framework Budget.

Enclosure 4

Principles for learning activities at ITU in the fall of 2020

This document outlines principles for *teaching and other learning activities* at ITU in the fall semester of 2020. Formulated by Head of Studies, it builds upon feedback from Heads of Study Programmes, Heads of Departments, members of faculty, the Board of Studies, and Executive Management.

The document aims at balancing public health concerns with the best possible teaching and learning activities, outlining a number of principles. These principles are *steering mechanisms* to provide a framework for concrete solutions. Such solutions are not part of this document.

It should be noted that at the time of writing, the fall semester is still months into the future. Up until now, the pandemic as well as the political and practical responses to it have developed rapidly – and for that reason, it is difficult to know what to expect of the fall semester. These principles are, accordingly, written on the basis of current recommendations from the Danish health authorities and what is known *right now*.

The principles are **decided by Executive Management** on June 16, 2020.

Principles:
- The proposed principles here **build upon ITU's existing principles for teaching and learning activities**. This means that, for example, the teaching schedule already prepared for the fall of 2020 should be maintained to the extent possible.
- Furthermore, learning activities at ITU in the fall of 2020 should **always be in accordance with the guidelines from the Danish health authorities.**
- ITU may be allowed to return the normal condition of having all students and staff back on campus. However, as a precautionary approach, such a "full return" is probably not advisable. Rather, ITU should work toward a fall semester with fewer people simultaneously on campus in order to limit the spread of corona virus. Concretely, this means that **classroom should at all times accommodate the guidelines from the Danish health authorities** throughout the fall of 2020.
    - In practice, this means that there should be 1 m distance between all students in classrooms (the capacity of classrooms is approximately halved). Furthermore, the physical distancing in classrooms should be supplemented with "traffic rules" on campus to avoid large crowds of people to be in, for example, the atrium at the same time.
    - Courses that are too large to fit the available classrooms will be online. A number of additional courses will have to be

online as well to make space for other teaching to take place on campus.

- Some courses are better suited for online teaching than others. Some teachers are more comfortable with teaching online than others. To ensure the best possible teaching and learning environment for students and staff, **departments should to the largest extent possible decided locally (but in close collaboration Head of Studies) which teaching to conduct online**.
  - However, the following types of courses should have priority for on-campus teaching: courses on the first semester of BA programmes, courses on the first semester of master programmes, and courses with a material/physical dimension. Also, all teaching for the Master in IT Management should take place on campus.
  - In cases of conflicting principles and interests in the practical allocation of teaching spaces, Head of Studies have the authority to make final decisions.
- Nobody knows how the pandemic will develop in months to come. So, as a precautionary measure, **all teachers should consider in advance how to move their courses online** with a short notice, should ITU and the university sector face another lockdown. Doing this in advance will avoid the most stressful situations in case of lockdown during the semester and knowing it has been done should also give a sense of security for both teachers and students.
- To the same ends, **all courses should have exams that can also be conducted online**. Changing exam forms mid-semester can be both resource demanding and stressful for all parties involved and not least for the students, and it should preferably be avoided.
- Some teachers and students may be particularly susceptible to the corona virus, and the precautionary approach may not be enough to sufficiently shield them. Out of concern for their health, **ITU should be particularly attentive to vulnerable faculty and students**.
- It is important for the students to meet with their teachers. However, it seems even more important for them to meet physically with each other and work together on projects, group work, and discussions. For this reason, **ITU should prioritize students' learning activities in the physical space**.

Enclosure 5

ITU Student Admission 2020

BSc admission 2020

Applications

15% increase of applications (1st priority) compared to last year.
Non-Danish speaking applicants could again from 2020 apply for the BSc in Data Science, but a number of the non-Danish speaking applicants were not qualified for admission.

BSc Programme	Applications 2019 (1st priority)	Applications 2020 (1st priority)	All applications 2019	All applications 2020
Software Development	302	325	552	609
Digital Design & Interactive Technologies	148	119	336	328
Global Business Informatics	121	120	377	348
Data Science	90	199	312	520
Total	**661**	**763**	**1577**	**1805**

Budget and Offer of Admission

The original budget for BSc admission 2020 was to admit **359** (1st October). In December 2019 the Government decided to provide more funding to increase the admission on STEM programmes. In June 2020 the Government decided to increase the admission further, due to the expectation for an increase in applicants due to Covid-19, as many young people had to give up their gap year.

BSc Programme	Offer of Admission 2019	Offer of Admission 2020	Budget 2020 (1st October)
Software Development	176	222	206
Digital Design & Interactive Technologies	66	64	59
Global Business Informatics	80	108	98
Data Science	78	110	90
Total	**400**	**504**	**453**

Grade Point Average and Gender Distribution

Statistics for applicants offered admission.

BSc Programme	Grade Point Average (quota 1)	Men %	Women %
Software Development	7,8	73%	27%
Digital Design & Interactive Technologies	8,5	48%	52%
Global Business Informatics	7,5	59%	41%
Data Science	All admitted	70%	30%
Total		**66%**	**34%**

MSc admission 2020

Applications

MSc Programme	Applicants 2019	Applicants 2020
Digital Innovation & Management	243	254
Digital Design & Interactive Technologies	177	178
Software Design	359	379
Computer Science	226	250
Games	133	134
Total	**1138**	**1195**

Budget and Offer of Admission

MSc Programme	Offer of Admission 2019	Offer of Admission 2020	Budget 2020 (1st October)
Digital Innovation & Management	178	175	130
Digital Design & Interactive Technologies	158	156	130
Software Design	142	181	117
Computer Science	140	150	103
Games	64	64	50
Total	**682**	**726**	**530**

Gender Distribution

Statistics for applicants offered admission.

MSc Programme	Men %	Women %
Digital Innovation & Management	57%	43%
Digital Design & Interactive Technologies	32%	68%
Software Design	53%	47%
Computer Science	76%	24%
Games	74%	26%
Total	**55%**	**45%**

Enclosure 6

MSc Data Science programme - recommendation

Executive Management recommends that ITU opens the MSc Data Science programme in August 2021, with an initial admission of 30 students. In case additional basic research funding to support the intake is not secured, the capacity on 2-3 existing MSc programmes at ITU will be reduced correspondingly to finance the opening of the MSc Data Science program.

The relatively low initial intake of 30 students is based on the size of the current cohort of BSc Data Science students and the relatively short recruitment period available. In the coming years, the goal is to increase the intake to at least 50 students.

Background: ITU opened the country's first BSc Data Science program in 2017. A corresponding MSc Data Science program has been designed and was approved by the ministry (prequalification) in spring 2019. The first students from BSc Data Science graduated in June 2020 but have had to join the MSc Computer Science program instead of Data Science or have left ITU for studies elsewhere.

In the meantime, several other Danish universities (AAU, AU, DTU, KU) have opened BSc and MSc programs in data science.

In this landscape, ITU's BSc Data Science program will not be able to continue to recruit highly motivated students when they do not see the possibility to continue on a corresponding MSc program. Therefore, we need to open the MSc Data Science program in 2021.

The MSc Data Science program is also needed to maintain momentum in our research capacity building within data science. To keep recruiting and retaining excellent faculty in data science, they need to see that they can teach and supervise also at the MSc level. Further, faculty need to see that ITU considers data science as a core ITU research area in the long run.

Finally, Data Science graduates are in high demand in industry, and ITU should meet this societal demand by opening the MSc Data Science program as soon as possible.

Enclosure 7a

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

Enclosure 7b

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 8

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?*

	5	4	3	2	1
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?

	5	4	3	2	1
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: