For the Members of the Board

Executive Management
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Journal no.: 2020-10808

November 12, 2020

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

Agenda for the IT University Board Meeting on Thursday, November 19, 2020, at 14:00 – 17:00, in Room 2F16, Emil Holms Kanal, **IT University of Copenhagen, Rued Langgaards Vej 7, 2300 Copenhagen S**

Public items:

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

2. The Accounting of Third Quarter and the Prediction of the Result of the year 2020 (briefing)
    Enclosure 1: Accounts of the ITU as per September 30, 2020

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

4. Strategic Activities for 2021 (briefing)
    Enclosure 3: Strategic Activities for 2021

5. Status on COVID-19 Activities (briefing)

6. Update on Intake, Autumn 2020 – Final (briefing)
    Enclosure 4: ITU BSc and MSc Admission 2016 - 2020

7. The Budget 2021 (decision)
    Enclosure 5: Budget Proposal 2021

Confidential items:

8.

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10.

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Public items:

12. Questions Regarding Mail-delivered Briefings (briefing)

13. Any Other Business

The Executive Management´s comments on the agenda

Public items:

Item 1: Approval of the Minutes from the Previous Meeting (decision)
No comments to the minutes from the meeting on September 17, 2020, have been received.

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

Item 2: The Accounting of Third Quarter and the Prediction of the Year 2020 **(briefing)**
Enclosure 1: Accounts of the ITU as per September 30, 2020

We refer to the enclosure.

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

We refer to the enclosure.

Item 4: Strategic Activities for 2021 (briefing)
Enclosure 3: Strategic Activities for 2021.

We refer to the enclosure.

Item 5: Status on COVID-19 Activities (briefing)

At the meeting, the Executive Management will give a short status report.

Item 6: Update on Intake, Autumn 2020 (briefing)
Enclosure 4: ITU BSc and MSc Admission 2016 - 2020

We refer to the enclosure; Executive Management will comment on the admission numbers for 2020 at the meeting.

Item 7: The Budget 2021 (decision)
Enclosure 5: Budget Proposal 2021

We refer to the enclosure.

Recommendation:
Executive Management recommends that the Budget Proposal 2021 be approved by the Board.

Confidential items:

Item 8:

Item 9:

Item 10:

Item 11:

Public items:

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

No mail-delivered briefings have been sent out since the meeting on September 17, 2020.

Item13: 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 September 30, 2020

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

Table 1: Overview of income, costs and equity

Financial items (KDKK)	Actual 2019	Budget 2020	FCST 2020 July	FCST 2020 October
Income	340,535	343,812	339,898	339,510
Personnel costs	-211,430	-222,895	-235,198	-235,808
Other operating costs	-122,623	-142,462	-126,441	-115,847
Profit from ordinary operations	**6,482**	**-21,545**	**-21,741**	**-12,145**
Financial income and costs	2,775	909	0	0
Profit, year-end	**9,257**	**-20,636**	**-21,741**	**-12,145**
Equity, end-year	**83,497**	**62,449**	**61,756**	**71,352**
Equity/income ratio	**0.25**	**0.18**	**0.18**	**0.21**

Table 1 shows an overview of income, costs and equity. Executive Management expects an increase in the year-end result from DKK -21.7 M to DKK -12.1 M compared to July forecast.

The increase of the result is mainly due to, a downwards adjustment of the general reserve for the campus expansion and refurbishment at Rued Langgaards Vej by DKK 6.0 M, and due to a general downsize of the budget by DKK 3.0 M regarding Covid-19 effects.

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

Table 2: Staff forecast

Staff Forecast (FTE)	FCST 2020 July	Change	FCST 2020 October
Researchers, senior	68.9	0.7	69.6
Researchers	76.1	2.1	78.2
Academic staff, full-time	**145.0**	**2.8**	**147.8**
External lecturers	9.5	0.0	9.5
Other teachers	36.4	0.0	36.4
Academic staff, part-time	**45.9**	**0.0**	**45.9**
Academic staff, external funding	**45.4**	**1.2**	**46.6**
Academic staff total	**236.2**	**4.1**	**240.3**
Administrative staff	160.1	2.2	162.3
Administrative staff, external funding	7.9	-0.2	7.7
Administrative staff total	**168.0**	**2.0**	**170.0**
Staff total	**404.2**	**6.0**	**410.3**

Table 2 shows the forecast on staff. Compared to July forecast, department heads expect to hire more full-time academic staff. There is an increase in staff paid by external funding. The increase in Administrative staff is due to hiring a learning consultant for Research and Learning Support, an additional janitor to Facilities Management, and maternity cover for Student Affairs and Programmes.

Third Quarter financial follow-up

In Table 3, we show the estimated income and costs compared to actual accounts at the end of the third quarter, and October 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 30 Sep	Actual per 30 Sep	Deviation per 30 Sep	FCST 2020 July	Change	FCST 2020 October
Study activity grants and tuition fees	100,919	100,788	-131	134,558	-174	134,384
Education, base grants	25,149	25,149	0	33,532	0	33,532
Research, base grants	101,180	101,180	0	134,906	0	134,906
Other government grants	-8,177	-8,177	0	-10,902	0	-10,902
External research funding	29,807	25,081	-4,725	39,003	739	39,742
Facilities subleasing	407	477	71	542	0	542
Other income Academic departments	110	208	97	147	0	147
Other income Adminstrative departments	5,369	5,959	590	8,112	-953	7,159
Income	**254,763**	**250,665**	**-4,098**	**339,898**	**-388**	**339,510**
Personnel costs	20,269	17,967	-2,302	26,522	503	27,025
Other operating costs	3,577	1,433	-2,144	4,680	89	4,769
External research	**23,846**	**19,400**	**-4,446**	**31,202**	**592**	**31,794**
Personnel costs	87,905	87,964	59	116,867	339	117,206
Other operating costs	5,810	4,090	-1,720	11,368	-3,621	7,747
Academic departments	**93,715**	**92,054**	**-1,661**	**128,235**	**-3,282**	**124,953**
Personnel costs	68,683	66,183	-2,500	91,809	-232	91,577
Other operating costs	34,176	27,538	-6,638	45,743	-175	45,568
Administrative departments	**102,859**	**93,721**	**-9,138**	**137,552**	**-407**	**137,145**
Building	**43,234**	**42,101**	**-1,132**	**63,650**	**-6,005**	**57,645**
Management pools	**0**	**0**	**0**	**1,000**	**-882**	**118**
Ordinary operating net costs	**263,653**	**247,276**	**-16,377**	**361,639**	**-9,984**	**351,655**
Profit from ordinary operations	**-8,890**	**3,389**	**12,279**	**-21,741**	**9,596**	**-12,145**
Financial income and costs	**0**	**111**	**111**	**0**	**0**	**0**
Profit	**-8,890**	**3,500**	**12,390**	**-21,741**	**9,596**	**-12,145**

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 (-0.2 M)

Actual income follows the estimate per September 30, and the new forecast is DKK 0.2 M lower than July forecast.

As we show in table 4, we expect income from study activity to decrease with DKK 0.2 M, due to a decrease in BSc students and in part-time students.

Table 4: Study activity forecast

Study Activity Forecast	FCST July 2020		Change		FCST October 2020	
	units	KDKK	units	KDKK	units	KDKK
Students, BSc	788	52,975	-3	-209	785	52,766
Students, MSc	864	58,057	9	605	873	58,662
Students, guests and foreign scholarship students	35	3,189	0	20	35	3,209
Students, full-time (FTE)	**1,686**	**114,221**	**7**	**416**	**1,693**	**114,637**
Students, part-time (FTE)	**58**	**6,637**	**-4**	**-525**	**54**	**6,112**
Employment bonus	85%	5,341	-1%	-43	84%	5,298
Excess study time bonus	100%	6,281	0%	23	100%	6,304
Quality		869		-0		869
Bonuses		**12,491**		**-20**		**12,471**
Other student activity		**1,209**		**-45**		**1,164**
Total income from study activity		**134,558**		**-174**		**134,384**

Base grants and other government grants
Actual income from base grants and other government grants follows the estimate of as per September 30.

External research funding (+0.7 M)
Actual income is below the estimate as per September 30 by DKK 4.8 M. As in previous years, normally we would expect activities to pick up, during the end of the year.

The most recent external research funding forecast from Research and Learning support shows an increase of DKK 0.7 M.

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

Other income from Academic departments
Actual income follows the estimate as per September 30.

Other income from Administrative departments (-1.0 M)
Income from Administrative departments is above the estimate as per September 30 by DKK 0.6 M as we have received prepayment for IT Match Making, which have been postponed to 2021.

October forecast shows a decrease in income by DKK 1.0 M, as COVID-19 have affected hiring plans for the external funded project Novo Nordisk Foundation by DKK 0.4 M. Furthermore, we have adjusted income

from ITU Professional Courses by DKK 0.3 M and Facilities Management budget by DKK 0.3 M downwards due to less external events.

External research spending (+0.6 M)

Actual personnel costs are below the estimate as per September 30 by DKK 2.3 M. We expect spending will catch up during the last quarter. So far, Covid-19 restrictions do not seem to effect spending, which for the most part are salaries for research personnel.

Actual other operating costs (excluding overhead) is below the estimate as per September 30 by DKK 2.1 M. We also expect spending will catch up during the last quarter.

Finance estimates an average overhead of 25 percent.

Academic departments (-3.6 M)

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

We base the personnel forecast from September 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 the previous forecast we reduced the personnel forecast by an average of 2 per cent. October forecast shows that the departments are even better at following their hiring plans compared to July forecast. Thus, we reduce the percentage down to 1.7 per cent, total equivalent of approximately DKK 2.4 M. i.e. an adjustment of DKK 1.6 M upwards compared to previous forecast.

The actual costs for other operations are below the estimate as per September 30 by DKK 1.7 M. We expect activities will pick up during the rest of the year, but not as in previous years. There is still a great uncertainty regarding Covid-19 effects, that might postpone planned activities, like reduced travel and meeting cost, therefor we adjust budget downwards by DKK 3.0 M. We have also adjusted PhD budget downwards by DKK 0.6 M, due to less travelling activities.

Administrative departments (-0.4 M)

The actual personnel cost is below the estimate as per September 30 by DKK 2.5 M, which is costs regarding provisions for holiday pay, that will be carried out in the last quarter. October forecast shows a small decrease in personnel costs by DKK 0.2 M, even though there is an increase in administrative staff. We have updated the average cost of a technical administrative staff, which has decreased compared to previous forecast.

The actual cost for other operations is significantly lower than the estimate as per September 30 by DKK 6.6 M. We expect cost to pick up during the last quarter, as expenses such as fees to assessment committees, purchase of IT equipment and the instalment of new server room, and marketing activities will be carried-out during last quarter. As earlier mentioned, there is a great uncertainty whether, we can carry-out all planned activities due to Covid-19.

Forecast October has decreased by DKK 0.2 M, as there are some activities and events that have been cancelled due to Covid-19 restrictions. Finance and Personnel have adjusted their budget downwards with DKK 0.3 M regarding ITU Professional course, Student affairs have adjusted their budget downwards by DKK 0.4 M as a lot of activities are held on-line due to Covid-19, likewise Facilities management has adjusted their budget downwards DKK 0.2 M. Lastly we have transferred DKK 0.9 M regarding Project Campus from the general reserve for the campus expansion to Facilities management, and 0.4 M from management pools to IT Department regarding WiFi at ITU.

Building (-6.0 M)

Actual cost is below the estimate as per September 30 by DKK 1.1 M, the main cause is that moving cost and the expansion of ITU campus are still ongoing.

We have adjusted the general reserve for the campus expansion downwards by DKK 6.0 M. The ongoing campus expansion postpones other Facilities Management activities, which sets free ordinary operating budget for the expansion. The expansion includes a refurbishment of Rued Langgårds Vej for subleasing and relocating staff.

Management pools (-0.9 M)

Management pools have decreased by DKK 0.9 M, and reflects transfers from management pools to other budget items in order to support strategic actions, such as extending the project Open Entrepreneurship, establishing new WiFi at ITU and hiring a learning consultant for Research and Learning support.

Financial income and costs

Financial income is above the estimate as per September 30 by DKK 0.1 M.

The forecast is unchanged.

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, August, 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. August shows also a peak low because of the payments for July has been pay in this month.

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 reduced the cash flow further.

By the end of the year, the cash holdings drop to DKK 23.7 M.
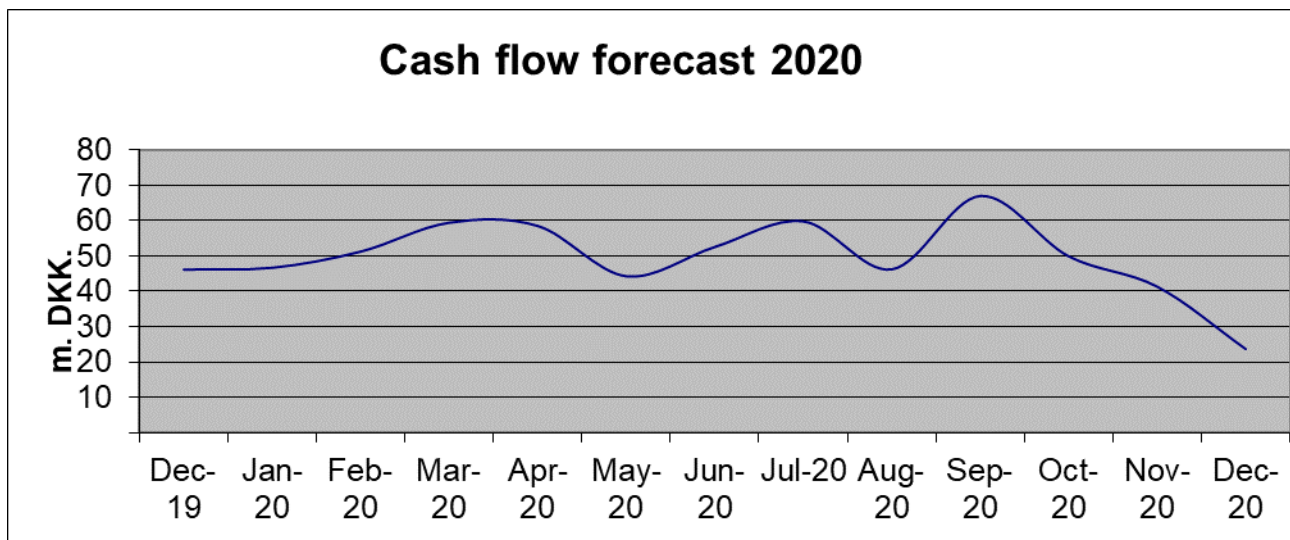
Uncertainties

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 5%, 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 98.3 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.

Due to Covid-19 and a higher reproduction rate of the virus, year-end result of DKK -12.1 M is very uncertain. We expect an improvement of the year-end result, as there is a risk, that a lot of the activities that we plan to carry-out this year, might get postponed to next year.

Enclosure 2

Follow-up on Strategic Framework Contract Targets for 2020

The report stated in the chart below represents the results after the third quarter 2020.

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|	
🟢	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. There will be a follow-up after fourth quarter.	🟡
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.	The IT University admits 283 students in total on the Study Programme BSc in Software Development and the Study Programme BSc in Data Science in 2020. 195 students are admitted on the Study Programme BSc in Software Development and 88 students on the Study Programme BSc in Data Science. The target is achieved in 2020.	🟢

T3	The IT University admits at least 111 students on the Study Programme MSc in Computer Science in 2020.	The IT University admits 87 students on the Study Programme MSc in Computer Science in 2020. Based on the number and quality of applications, it was decided to admit less students on the Study Programme MSc in Computer Science than originally planned in 2020 and to admit more students than planned on the Study Programme MSc in Software Design. The target is not 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 October 2020, the dropout rate after the first year of study among students admitted in 2019 on the Study Programme BSc in Software Development is nine per cent and on the Study Programme BSc in Data Science it is 12 per cent. The target is achieved in 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.	The IT University admits 71 female students in total on the Study Programme BSc in Software Development and the Study Programme BSc in Data Science. Based on the total number of 283 admitted students on the two study programmes, cf. target T2, the IT University has admitted 25 per cent female students in total on the two study programmes in 2020. The target is achieved in 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 October 2020, the dropout rate among female students admitted in 2019 on the Study Programme BSc in Software Development is four per cent and on the Study Programme BSc in Data Science it is 20 per cent. The target is achieved in 2020.	🟢

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.	In 2020, the IT University's total VIP / DVIP ratio is 4.8 and each study programme has a VIP / DVIP ratio of 3.1 and above. The target will be achieved in 2020. There will be a follow-up after fourth 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.	The IT University cancels this target since the COVID-19 situation hindered the fulfilment of the target because resources were spend on using digital technology, like Zoom and Teams on all courses offered during Spring 2020. The use of digital technology has been evaluated and the positive results will be utilized in the future development of blended learning.	🔴
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).	It will not be possible to finalise the description of teaching competences for recruitment and continuous pedagogic/didactic competences development, and getting it approved by the Executive Management in 2020. The target will not be achieved in 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 fourth 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. The target is achieved in 2020.	🟢
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. The target is achieved in 2020.	🟢
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 fourth 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. The target is achieved in 2020.	🟢

T15	In 2020, the IT University will homogenize all employment tickets and implements the new concept in 2020.	Homogenising employment tickets was begun in Spring 2020, but due to COVID-19 the work has not been finished. The employment tickets will be discussed at the Executive Level Employment Panel during Fall 2020 and inputs provided to Heads of Study Programmes, but a homogenisation of the employment tickets will not be achieved in 2020. There will be a follow-up after fourth quarter 2020.	🔴
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. The target is achieved in 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 will 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 has announced collaboration with a professor at Oxford University. The intention is to develop an education program together. It is still too early to say what form this will take. There will be a follow-up after fourth quarter 2020.	🟡
T18	In 2020, the number of scientific staff in the field of information security remains at least at the same level as in 2019.	The number of scientific staff in the field of information security has been rather stable during the year 2020. Two assistant professors are supposed to finish their job position of which one will be prolonged. 1-2 new job positions will be filled in 2020, perhaps resulting in an extra scientific staff. There will be a follow-up after fourth 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.	The number of scientific staff in the field of data science is increasing in 2020. One new scientific staff in data science joined the field of data science in June 2020. Hiring of additional 2-4 new data science scientific staff is ongoing. The target is achieved in 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 dialogue with more than four 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 fourth 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.	The new Governance Model has been approved by Forskningsforum at the IT University. The target is achieved in 2020.	🟢
T23	The IT University implements the new Governance Model for all existing research centers in 2020.	It has been decided by Executive Management that the implementation of the Governance Model will not be pursued in 2020. The target will not be achieved in 2020.	🔴

T24	The IT University develops in 2020 an "Informatics for All" Strategy through an internal process.	The elements of a strategy have been through several iterations with the working group. Although the development process has been slightly delayed due to COVID-19 and the deadline for the strategy has been postponed, the strategy is almost complete. It should be possible to achieve the target in 2020.	🟢
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.	The center has been established and the official kick-off event which has been delayed due to the COVID-19 situation, is now scheduled for 5 November 2020. The Action Plan will be ready in 2020.	🟢
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 has been discussed and is now awaiting an approval from the Board of Directors of It-vest. The approval is expected in December 2020.	🟡
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.	🔴

Enclosure 3

Strategic activities for 2021
Executive Management

Executive Management has consolidated a list of strategic activities to be completed by the end of 2021. The list of activities supports the ITU Strategy and the Strategic Framework Contract.

The list will be used for preparing an action plan for 2021 to the Ministry and for drafting result contracts for managers for 2021.

Goals 1 to 6 are aligned with the goals in the Strategic Framework Contract, while goals 7 to 11 are specific for 2021.

Reporting on the goals and activities to the Board of Directors will partly be made through the reporting to the Ministry, and partly at upcoming Board Meetings in 2021.

For each activity, we list a brief description of the activity and a role who is primarily responsible (in some cases secondary responsible managers are also listed). In many cases, the completion of an activity requires one or more management colleagues, who are not listed as responsible for the activity, to take responsibility for parts of the activity.

Goal 1: Increase the volume of research-based education of technically oriented it-specialists
Øge kapaciteten af forskningsbaseret uddannelse af tekniske it-specialister

Activity 1.1: Work to provide additional basic funding for growth
Arbejde for at tilvejebringe yderlige basismidler til vækst
[Executive Management]

Activity 1.2: Execute initiatives to recruit students to BSc SWU, BSc DS, MSc DS and MSc CS
Udføre initiativer til at rekruttere studerende til BSc SWU, BSc DS, MSc DS og MSc CS
[Head of Communications]

Activity 1.3: Execute initiatives to improve well-being among students
Udføre initiativer i forhold til at forbedre studerendes trivsel
[Dean of Education / Heads of Academic Department]

Goal 2: Increase the number of female IT specialists
Flere kvindelige it-specialister

Activity 2.1: Execute initiatives to recruit female students to BSc SWU, BSc DS and MSc CS
Udføre initiativer til at rekruttere kvindelige studerende til BSc SWU, BSc DS og MSc CS
[Head of Communications]

Activity 2.2: Focus on developing an inclusive study environment on gender skewed education programmes
Fokus på udvikling af et inklusivt studiemiljø på kønsskæve uddannelser
[Dean of Education / Heads of Academic Department]

Goal 3: All students should achieve high learning outcomes
Alle studerende skal opnå et højt læringsudbytte

Activity 3.1: Implement new forms of learning (based on evaluation of COVID-19 teaching experiences)
Implementere nye læringsformer (baseret på evaluering af COVID-19 undervisningserfaringer)
[Dean of Education / Head of Research and Learning Support / Heads of Academic Department]

Activity 3.2: Implement a model for continuous pedagogic/didactic competence development for VIP
Implementere model for løbende pædagogisk/didaktisk kompetenceudvikling for VIP
[Head of Research and Learning Support / Heads of Academic Department]

Goal 4: All graduates should have competences that result in good career opportunities
Alle dimittender skal have kompetencer, der giver gode karrieremuligheder

Activity 4.1: Strengthen relation to employers throughout the study on MSc DDIT and MSc GAMES
Styrke relation til fremtidige aftagere i løbet af hele studiet på MSc DDIT og MSc GAMES
[Dean of Education / Head of Department of Digital Design]

Activity 4.2: Implement a homogenization of employment tickets
Gennemføre en homogenisering af arbejdsmarkedsbilletter
[Dean of Education]

Goal 5: Strengthen IT research in areas that reflect societal needs
Styrkelse af it-forskningen inden for områder, der afspejler samfundsmæssige behov

Activity 5.1: Establish a systematic dialogue with main stakeholders in relation to research funding
Etablere en systematisk dialog med hovedinteressenter i forhold til forskningsfinansiering
[Executive Management]

Activity 5.2: Implement common governance and evaluation model for research centres at ITU
Implementere fælles styring og evaluering af forskningscentre ved ITU
[Executive Management]

Goal 6: Collaboration and knowledge exchange in relation to strengthening of informatics education in public schools and high schools
Samarbejde og udveksling af viden med fokus på styrkelse af it-fag i folkeskolen og gymnasiet

Activity 6.1: Engage in capacity building in relation to "Teknologiforståelse" in primary school
Bidrage til kapacitetsopbygning i forhold til "Teknologiforståelse" i Folkeskolen
[Executive Management / Heads of Academic Department]

Activity 6.2: Engage in educational programme "Master in Informatics Teaching" and its admission prerequisites courses
Bidrage til masteruddannelsen i Informatikundervisning og i dens forudsætningskurser
[Dean of Education / Heads of Academic Departments]

Goal 7: New ITU strategy for 2022-2025
Ny ITU strategi for 2022-2025

Activity 7.1: Complete new strategy for ITU through involvement of staff and students
Afslutte arbejdet med ny strategi for ITU ved inddragelse af medarbejdere og studerende
[Executive Management]

Goal 8: Recruitment and retention of staff
Rekruttering og fastholdelse af medarbejdere

Activity 8.1: Initiate work on action plan on gender diversity and begin to develop a gender equality plan
Påbegynde arbejde med handlingsplan for kønsdiversitet, inklusive udviklingen af en gender equality plan
[Executive Management / Head of HR]

Activity 8.2: Initiate implementation of tenure track at ITU
Påbegynde implementering af tenure-track på ITU
[Head of HR]

Activity 8.3: Continue leadership development across ITU
Fortsætte ledelsesudvikling på tværs af ITU
[Executive Management / Head of HR]

Goal 9: Transition to cloud and new HPC-strategy
Overgang til cloud og ny HPC-strategi

Activity 9.1: Complete planned transition to Microsoft cloud solutions
Afslutte planlagt overgang til Microsoft cloud løsninger
[Head of IT]

Activity 9.2: New High-Performance Computing (HPC) strategy for research and education
Ny HPC-strategi for forskning og uddannelse
[Executive Management / Head of IT]

Goal 10: Extension of campus
Udvidelse af campus

Activity 10.1: Support cultural change in relation to extension of campus
Understøtte kulturforandring i forbindelse med udvidelse af campus
[Head of HR]

Goal 11: Contribute to national climate policy
Bidrage til den nationale klimapolitik

Activity 11.1: Prepare a climate strategy for ITU
Udarbejde en klimastrategi for ITU
[Executive Management]

Enclosure 4

Number of BSc students admitted in 2016-2020

Legend: B-DMD, B-GBI, B-DS, B-SWU

Admission year	B-DMD	B-GBI	B-DS	B-SWU
2016	64	66		143
2017	63	67	56	147
2018	59	69	64	149
2019	62	72	68	163
2020	55	95	88	195

Number of MSc students admitted in 2016-2020

Legend: K-DDIT, K-DIM, K-GAMES, K-CS, K-SD

Admission year	K-DDIT	K-DIM	K-GAMES	K-CS	K-SD
2016	136	154	58		131
2017	145	132	61		160
2018	139	159	49	91	79
2019	139	129	52	80	107
2020	133	128	43	87	145

Enclosure 5

Budget Proposal 2021
This presentation concerns Budget Proposal 2021.

Summary
Since the approval of the Framework Budget at the September meeting, we have prepared Budget Proposal 2021. Budget Proposal 2021 shows a negative result of DKK - 7.5 M, which is a decrease of DKK 4.4 M compared to the Framework Budget. The change, is due to a decrease in student FTEs on MSc and guest students and an increase in PhD FTEs; also, we have adjusted the Departments underspending of personnel costs down. Other changes made to the Budget Proposal 2021 compared to the Framework Budget are mostly transfers from the management pool and the general reserve for the campus expansion to departments and a change in price/wage inflator.

In 2021, the equity/income ratio has increased to 0.18 and is exactly the preferred level. The reason for an increased equity/income ratio, is due to an expected increase in the 2020 end-year result by DKK 9.6 M compared to the second quarter forecast. The improvement of the end-year result covers the increase in cost. We elaborate the expected end-year result in enclosure 1.

Budget Proposal 2021 includes a management pool of DKK 5.8 M in 2021 to sustain strategic actions.

Executive Management recommends that the Board approves the submitted Budget Proposal 2021.

Management assumptions
Specifically, we base Budget Proposal for 2021 on the following assumptions:

- Admission of students and student activity will be as shown in table 3 and table 4.
- The additional grant of DKK 4.1 M for BSc admissions 2020 is spread out evenly from 2020 to 2022.
- 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.
- 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 98 pct. in 2021 and onwards.
- The forecast on administrative staff is within the administrative/academic staff ratio of 0.75 FTE, including all staff. Throughout the years the administrative/academic FTE 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 Emil 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.

- Income from interest and return on the investment portfolio provide a return of DKK 0.9 M from 2021 and onwards.

Income, costs and equity

We base the Budget Proposal on equity at the end of 2020 as expected in the accounts as per 30 September 2020. In 2021, we regulate Government grants and other income with a +0.8 pct. average price/wage inflator, as stated in the Government's initiative, which has been adjusted downwards from +1.5 pct. We regulate personnel costs with 1.4 pct, and other operating costs with 0.0 pct. The change in p/w inflator has a total effect of DKK 0.2 M.

In table 1, we compare the income, costs and equity of the Framework Budget with the Budget Proposal 2021.

We elaborate on other budget items compared to the Framework Budget in the following sections.

Table 1: Budget Proposal 2021

Budget items (KDKK)	Budget 2020	Framework 2021	Change	Budget 2021
Study activity grants and tuition fees	131,740	144,600	-2,353	142,247
Education, base grants	33,532	34,035	-251	33,784
Research, base grants	134,906	136,833	-1,069	135,764
Other government grants	290	-10,650	164	-10,486
External research funding	33,436	40,331	0	40,331
Facilities subleasing	639	5,468	-38	5,430
Other income Academic departments	0	0	0	0
Other income Adminstrative departments	9,269	8,604	-67	8,537
Income	**343,812**	**359,221**	**-3,614**	**355,607**
Personnel costs	21,784	25,812	0	25,812
Other operating costs	5,769	6,856	0	6,856
External research	**27,553**	**32,668**	**0**	**32,668**
Personnel costs	113,295	120,912	2,126	123,038
Other operating costs	10,956	13,242	-74	13,168
Academic departments	**124,251**	**134,154**	**2,052**	**136,206**
Personnel costs	87,816	90,694	1,063	91,757
Other operating costs	40,999	36,857	-356	36,501
Administrative departments	**128,815**	**127,551**	**707**	**128,258**
Building	**82,790**	**62,402**	**-1,272**	**61,130**
Management pools	**1,948**	**6,448**	**-695**	**5,753**
Ordinary operating net costs	**365,357**	**363,223**	**792**	**364,015**
Profit from ordinary operations	**-21,545**	**-4,003**	**-4,405**	**-8,408**
Financial income and costs	**909**	**909**	**0**	**909**
Profit	**-20,636**	**-3,094**	**-4,405**	**-7,499**
Equity, end-year	**71,352**	**59,355**	**4,498**	**63,853**
Equity/income ratio	**0.21**	**0.17**	**0.01**	**0.18**

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 Emil 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 5.8 M in 2021 to support strategic actions. Executive Management allocates the funds to the academic departments, the administrative departments or building costs.

In table 1, we show income, cost and equity 2021 including an equity/income ratio of 0.18, which is exactly the preferred level.

The Budget Proposal shows a negative result of DKK -7.5 M in 2021.

Table 2: Staff forecast

Staff Forecast (FTE)	Budget 2020	Framework 2021	Change	Budget 2021
Researchers, senior	70.2	78.9	0.0	78.9
Researchers	66.9	63.0	1.2	64.2
Researchers, external funding	39.5	48.0	-0.2	47.8
External lecturers	18.9	18.9	-0.5	18.4
Other teachers and external examiners	36.4	40.1	0.0	40.1
Academic staff	**231.9**	**248.9**	**0.5**	**249.4**
Administrative staff	156.9	160.3	2.9	163.2
Administrative staff, external funding	7.9	6.8	0.2	7.0
Administrative staff	**164.8**	**167.1**	**3.1**	**170.2**
Staff total	**396.7**	**416.0**	**3.6**	**419.6**
Administrative/Academic staff ratio	**0.71**	**0.67**	**0.01**	**0.68**

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

Researchers has increased by 1.2 FTEs, as we have adjusted PhD students upwards to match the latest personnel forecast from the department heads. Currently, we attract more PhD Students than in previous year, many partly funded by external parties. The increase in Administrative staff is due to hiring a learning consultant for Research and Learning Support, an additional janitor to Facilities Management, and prolonging of Open Entrepreneurship. Compared to Budget 2020, academic staff has increased with 17.5 FTEs and administrative staff has increased with 5.4 FTEs.

Government grants and tuition fees

In table 3, we show the student activity forecast from October in student 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		Framework 2021		Change		Budget 2021	
	units	KDKK	units	KDKK	units	KDKK	units	KDKK
Students, BSc	768	51,597	853	58,184	5	-91	858	58,093
Students, MSc	842	56,585	903	61,624	-8	-1,026	895	60,598
Students, guests	32	2,131	32	2,163	-12	-802	20	1,361
Students, foreign schoolarships (FRF)	7	1,405	6	1,272	2	427	8	1,699
Students, full-time (FTE)	**1,648**	**111,718**	**1,793**	**123,242**	**-12**	**-1,491**	**1,781**	**121,751**
Students, part-time (FTE)	**61**	**6,922**	**57**	**6,594**	**-3**	**-380**	**54**	**6,214**
Employment bonus	85%	5,216	87%	5,886	-0	-184	85%	5,702
Excess study time bonus	100%	6,133	100%	6,781	-	-106	100%	6,675
Quality		869		882		-13		869
Bonuses		**12,218**		**13,549**		**-303**		**13,246**
Other student activity		**882**		**1,214**		**-178**		**1,036**
Total income from study activity		**131,740**		**144,600**		**-2,353**		**142,247**

The new forecast shows a decrease in study activity compared to the Framework Budget. The decrease of DKK 2.4 M is due to the adjusted price-wage rate from 1.5 pct. to 0.8 pct., equivalently DKK 1.0 M. Furthermore study activity from MSc student has decreased, due to a decrease in student FTEs in K-SD and K-CS. Guests students has decreased with 12 student FTEs compared to previous forecast, as guest students consist both of danish and foreign students, and half of the foreign students haven't been able to come to Denmark, due to Covid-19 restrictions.

Table 4: Student admission forecast

Admission (Number of students)	Actual 2017	Actual 2018	Actual 2019	Budget 2020	Budget 2021	Forecast 2022	Forecast 2023	Forecast 2024
B-SWU	147	149	162	195	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	88	100	100	100	100
BSc	**333**	**341**	**364**	**433**	**396**	**359**	**359**	**359**
K-DDIT	145	139	139	133	130	130	130	130
K-DIM	132	159	129	128	130	130	130	130
K-SD	0	79	107	145	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**	**536**	**547**	**547**	**547**	**547**
M-ILM	48	40	42	41	40	40	40	40
Master	**48**	**40**	**42**	**41**	**40**	**40**	**40**	**40**
Total	**719**	**898**	**913**	**1010**	**983**	**946**	**946**	**946**

Table 4 shows the admission forecast for each study programme. Due to Covid-19, a political decision has been made to temporarily increase admissions in the university sector. In 2020 we have increased our admission of BSc students with 26 pct. compared to 2019, which is why, the admission seems to fall over time. On their meeting in September, the Board decided to start MSc in Data Science. Most likely, ITU does not receive additional government grants for increased admission. Thus, Executive Management will start discussions with departments heads on future plans.

Table 5: Student activity rates

Student activities rates (DKK)	2020 p/w 2021	2021 p/w 2021	2022 p/w 2021	2023 p/w 2021	2024 p/w 2021
Government Grant, BSc (FTE)	67,227	67,700	67,700	67,700	67,700
Government Grant, MSc (FTE)	67,227	67,700	67,700	67,700	67,700
Government Grant, Guest students (FTE)	67,227	67,700	67,700	67,700	67,700
Employment rate target	94.6%	95.0%	95.0%	100.0%	100.0%
Excess study time target months	3.8	1.8	2.2	0	0
Government Grant, part-time ILM (FTE)	28,983	29,200	29,200	29,200	29,200
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 2021. The government grants for student FTEs remain stable throughout the years. The ministry of higher education has granted a 100 pct. bonus fulfillment in employment bonus and excess study time in 2023 and 2024.

Education and research base grants

Income from education and research base grants is unchanged compared to the Framework Budget, but due to the new p/w indicator, income from education and research base grants has decreased with DKK 1.1 M.

External research funding

Income from external research funding is unchanged compared to the Framework Budget.

Facilities subleasing

Putting a slightly new p/w indicator aside, income from facilities subleasing is unchanged compared to the Framework Budget.

Other income from Academic and Administrative departments

Putting a slightly new p/w indicator aside, other income from academic and administrative departments is unchanged compared to the Framework Budget.

Academic departments

Putting a slightly new p/w indicator aside, academic departments show an increase costs by DKK 2.1 M compared to Framework Budget. The increase in cost is related to the increase of 1.2 PhD FTEs, and other

operating costs related to the increase in PhD students. In previous forecast we reduced the personnel forecast by an average of 4 pct., but latest forecast shows that the department heads follow their hiring plans more closely than in previous years. Furthermore, the salary budgets are reduced from 2021 due to the increased ECTS-norm per teaching FTE, prompting department heads to monitor hiring plans even closer.

Administrative departments

Putting a slightly new p/w indicator aside, administrative departments show an increase in cost of DKK 0.7 M. The change is due to transfers from the management pool regarding strategic actions such as extending the project Open Entrepreneurship, establishing new WiFi at ITU and hiring a learning consultant for Research and Learning Support.

Building

Putting a slightly new p/w indicator aside, building costs has decreased with DKK 1.3 M, due to transfers from the general reserve for the campus expansion to hire a Janitor.

Management pools

Management pools has decreased by DKK 0.7 M that reflects transfers to other budget items to support strategic actions.

Financial income and costs

Financial income and costs is unchanged compared to the Framework budget.

Cash Flow forecast 2021

The cash flow forecast below shows cash holdings to be positive throughout the year 2021. Mainly, this is due to the monthly instalments of government grants and tuition.

The cash flow peaks low in February, May, August and November, due to the quarterly payments of rent. At the end of the year cash holdings are DKK 16.4 M.

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

Cash flow forecast 2021
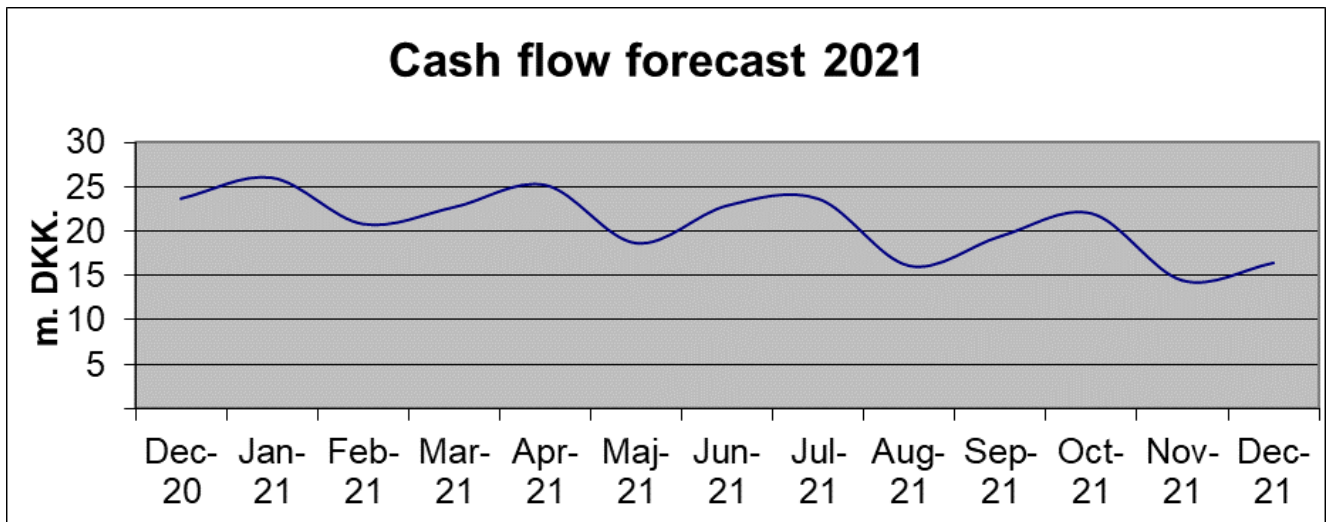
Uncertainties regarding Budget Proposal 2021

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
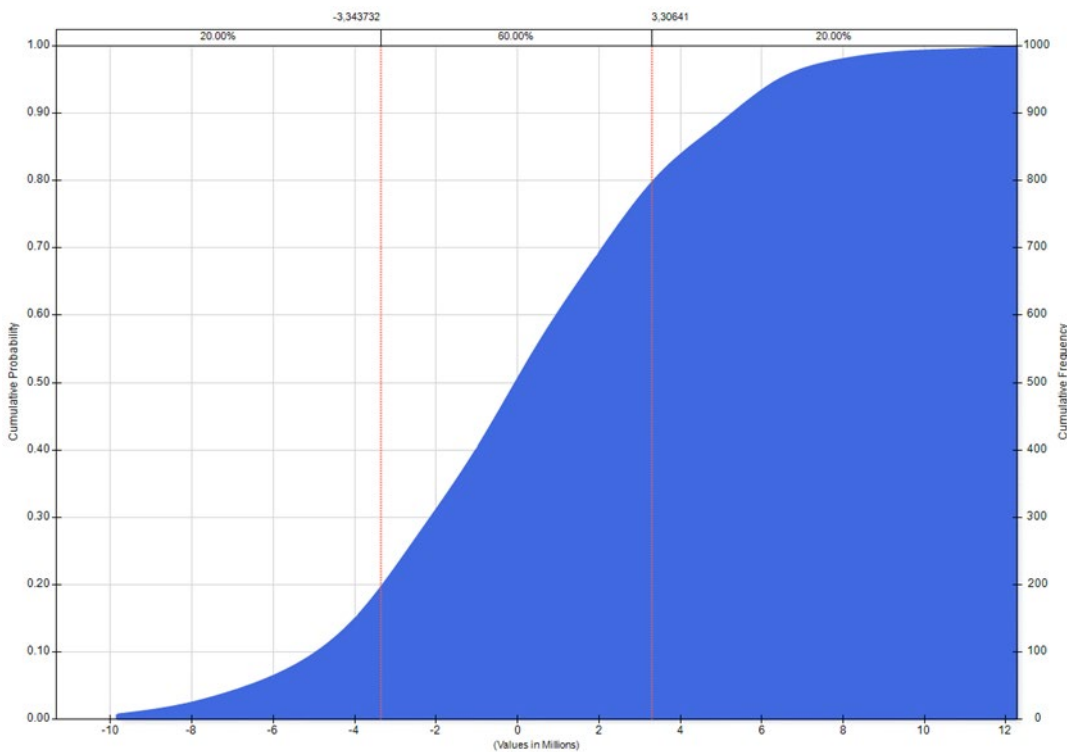
The simulation in figure 1 indicates that the probability of the actual result being at least DKK 3.3 M less than the budgeted result of DKK -3.1 M is approx. 20 pct. Equally, the probability of the actual result being at least DKK 3.3 M more than the budgeted result of DKK -3.1 M is approx. 20 pct.

Figure 2 displays a sensitivity impact analysis regarding the ordinary operating risks, which affect the end year result 2021. 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
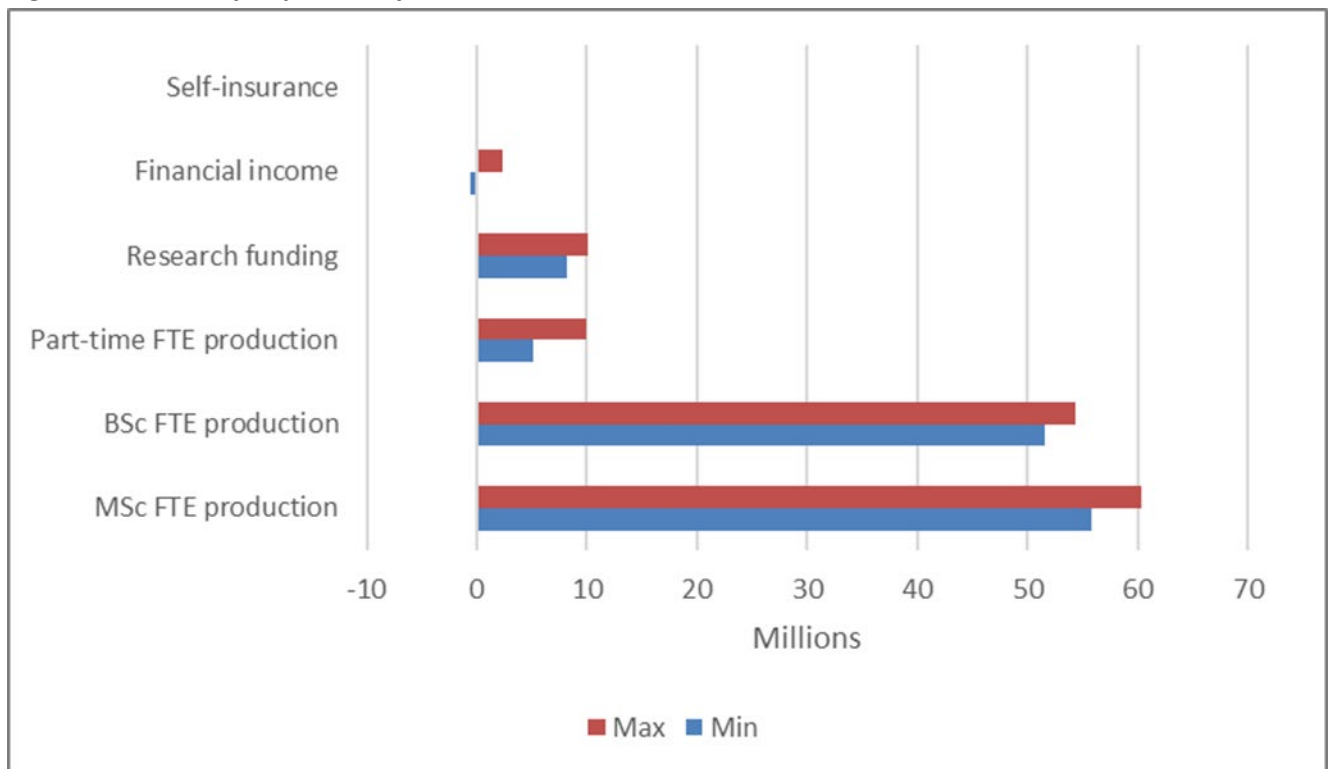
Specific operating risks

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

Covid-19

Covid-19 still lingers and will linger in 2021 as well. Thus, many activities are postponed, delayed or might never happen, which has a short-term positive effect the result, but might have more dire long-term implications on study and research activities.

We are unable to include such effect in the budget proposal but will monitor budgets closely throughout the year.

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

Subleasing excess office spaces

We have a total of 5,300 square meter available office spaces for subleasing. The Budget Proposal includes a 50 pct. vacancy, but there is always an uncertainty about how much available office space we can sublease.

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 Budget proposal.