For the Members of the Board

September 16, 2021

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 23, 2021, at 16:00 – 18:30, in Scandic Copenhagen, Vester Søgade 6, 1601 Copenhagen V

Public items:

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

2. News from ITU (briefing)

Confidential item:

3.

Public items:

4. Status on ITU Framework Contract 2022-2025 (briefing)

5. Half-year Accounts and Prediction for the Result of 2021 (briefing)
   Enclosure 1: Accounts of the ITU as per June 30, 2021

6. Fulfilment of Strategic Contract Targets 2021 (discussion)
   Enclosure 2: Follow-up on Strategic Framework Contract Targets 2021

7. Framework Budget 2022 - 2025 (decision)
   Enclosure 3: Framework Budget 2022 – 2025

8. Actions Regarding Intake, Autumn 2021 (briefing)
   Enclosure 4: ITU Student Admission 2021

9. Rules of Procedure Review (decision)

Enclosure 5a: ITU´s Forretningsorden (in Danish)
Enclosure 5b: ITU´s Rules of Procedure (in English)

10. The Board´s Self-evaluation 2021 (decision)
Enclosure 6: ITU Board Self-evaluation Questionnaire

11. Questions Regarding Mail-delivered Briefings (briefing)

12. 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, 2021, have been received.

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

Item 2: News from ITU (briefing)
- Status on COVID-19 restrictions on Campus
- Status on action plan for Strategy 2022-2025
- Subletting status
- Research – Villum Kann Rasmussen Professor at ITU

Confidential item:

Item 3

Public items:

Item 4: Status on ITU Framework Contract 2022-2025 (briefing)
At the meeting, Executive Management will give a briefing on the status of the negotiations.

Item 5: Half-year Accounts and Prediction for the Result of 2021 (briefing)
Enclosure 1: Accounts of the ITU as per June 30, 2021

We refer to the enclosure.

Item 6: Fulfilment of Strategic Contract Targets 2021 (discussion)
Enclosure 2: Follow-up on Strategic Framework Contract Targets 2021

Progress has been made on most strategic framework targets for 2021. The recruitment of students is still strong. As the COVID-19 restrictions are being lifted, we see a slightly different behaviour of students accepting offers to our programmes. This creates some uncertainty regarding our admission and dropout targets (targets T2-T8).

Item 7: Framework Budget 2022 – 2025 (decision)
Enclosure 3: Framework Budget 2022 – 2025

We refer to the enclosure.

Recommendation:
The Executive Management recommends that the Framework Budget 2022 – 2025 be approved.

Item 8: Actions Regarding Intake, Autumn 2021 (briefing)
Enclosure 4: ITU Student Admission 2021

We refer to the enclosure.

Item 9: Rules of Procedure Review (decision)
Enclosure 5a: ITU´s Forretningsorden (in Danish)
Enclosure 5b: 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 10: The Board´s Self-evaluation 2021 (decision)
Enclosure 6: 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 2021. The Questionnaire is filled in and returned by e-mail to the Chairman of*

the Board, e-mail: carg@itu.dk (with cc to gigr@itu.dk) **on Thursday, October 7, 2021, 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 25, 2021, the 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 11: Questions Regarding Mail-delivered Briefings (briefing)
2021-06-17: Confidential Information
2021-06-10: ITU Follow-up on Stratetic Targets after Q1 2021

Item 12: Any Other Business

Yours sincerely,

Gitte Gramstrup
Assistant to the Executive Management

IT UNIVERSITY OF COPENHAGEN

Finance and Personnel

24 August 2021

Enclosure 1

Accounts of the IT University of Copenhagen, as per June 30 2021

This report presents the second quarter actual accounts and the revised forecast of July 2021 including a cash flow forecast and revised assumptions and uncertainties.

Table 1: Overview of income, costs and equity

Financial items (KDKK)	Budget 2021	FCST 2021 April	FCST 2021 July
Income	355,607	385,276	378,101
Personnel costs	-240,607	-266,527	-257,255
Other operating costs	-123,408	-127,157	-125,944
Profit from ordinary operations	**-8,408**	**-8,408**	**-5,098**
Financial income and costs	909	-909	-909
Profit, year-end	**-7,499**	**-7,499**	**-4,189**
Equity, end-year	**63,853**	**56,354**	**75,977**
Equity/income ratio	**0.18**	**0.15**	**0.20**

Table 1 shows an overview of income, costs and equity. Executive Management expects the year-end result to increase from DKK -7.5 M to DKK -4.2 M compared to Budget 2021 and April forecast.

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

Table 2: Staff forecast

Staff Forecast (FTE)	FCST 2021 April	Change	FCST 2021 July
Researchers, senior	78.9	2.1	81.0
Researchers	61.8	8.5	70.3
Researchers, external funding	86.1	-10.6	75.5
Academic staff, full-time	**226.8**	**0.0**	**226.8**
External lecturers	18.4	-8.1	10.3
Other part-time teachers and external examine	40.1	0.0	40.1
Academic staff, part-time	**58.5**	**-8.1**	**50.4**
Academic staff	**285.3**	**-8.1**	**277.2**
Administrative staff	170.4	-4.9	165.5
Administrative staff, external funding	6.1	1.2	7.3
Administrative staff	**176.5**	**-3.7**	**172.8**
Staff total	**461.8**	**-11.8**	**450.0**
Administrative/academic staff ratio	**0.62**	**0.00**	**0.62**

Table 2 shows the forecast on staff. Compared to previous forecast, department heads expect to hire more Researchers and less External lecturers. The forecast on external lecturers matches the level of last year. The decrease in Researchers on external funding, is due to a decrease in staff paid by external funding. We elaborate on the forecast on external funding in the section about external research grants. Administrative staff has decreased due to personnel on reduced working hours and on sick leave, which have been covered by external assistance. The forecast on administrative staff is well within the administrative/academic staff ratio of 0.75 FTE, including all staff.

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 first quarter. In general, the estimate per Jun 30 is equal to 2/4 of Budget 2021. 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 2021 April	Change	FCST 2021 July
Study activity grants and tuition fees	74,964	74,964	0	150,263	-335	149,928
Education, base grants	16,892	16,892	0	33,784	0	33,784
Research, base grants	67,882	67,882	0	135,764	0	135,764
Other government grants	-4,965	-4,965	0	-10,486	556	-9,930
External research grants	28,226	23,701	-4,524	64,462	-8,011	56,451
External grants other	2,192	4,546	2,355	3,101	1,282	4,383
Facilities subleasing	1,000	505	-495	2,000	0	2,000
Other income Academic departments	114	227	113	0	227	227
Other income Adminstrative departments	2,747	2,147	-600	6,388	-894	5,494
Income	**189,051**	**185,900**	**-3,151**	**385,276**	**-7,175**	**378,101**
Personnel costs	19,711	16,402	-3,309	44,965	-5,543	39,422
Other operating costs	2,816	1,623	-1,193	6,424	-792	5,632
External research	**22,527**	**18,025**	**-4,502**	**51,389**	**-6,335**	**45,054**
Personnel costs	62,421	60,572	-1,849	124,592	249	124,841
Other operating costs	5,861	2,141	-3,720	12,322	-600	11,722
Academic departments	**68,282**	**62,713**	**-5,568**	**136,914**	**-351**	**136,563**
Personnel costs	46,496	47,275	779	96,970	-3,978	92,992
Other operating costs	23,517	18,440	-5,077	43,121	3,912	47,033
Administrative departments	**70,013**	**65,715**	**-4,297**	**140,091**	**-66**	**140,025**
Building	**29,904**	**28,196**	**-1,708**	**60,260**	**-453**	**59,807**
Management pools	**0**	**0**	**0**	**5,030**	**-3,280**	**1,750**
Ordinary operating net costs	**190,725**	**174,649**	**-16,075**	**393,684**	**-10,485**	**383,199**
Profit from ordinary operations	**-1,674**	**11,251**	**12,925**	**-8,408**	**3,310**	**-5,098**
Financial income and costs	**455**	**1,252**	**-797**	**909**	**0**	**909**
Profit	**-1,220**	**12,502**	**13,722**	**-7,499**	**3,310**	**-4,189**

Academic departments consist of costs regarding Computer Science, Digital Design, Business IT, the Dean of Education, 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, HR, Executive Management and finally provisions for holiday pay, parental leave, taxes and other company matters.

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

Student activity grants and tuitions fees (-0.3 M)
Actual income follows the estimate per June 30. The new forecast is DKK 0.3 M below April forecast.

As we show in table 4, we expect income from study activity to decrease with DKK 0.3 M, though there is an increase in full time students. The main reason for a decrease in income from study activity is due to part-time students.

In 2021, FTEs earnings will be significantly higher than budgeted for full-time study programmes and a little lower than budgeted for part-time study programmes. It is especially MSc students who will earn more student FTEs than budgeted both in relation to the budget from before the start of 2021 and to April forecast.

It is considered that the increased student FTEs is a combination of a changed drop-out pattern and an increased number of passed exams on the study programmes in 2021. Some study programmes have had a lower and others had a higher dropout than usual - especially during the first years of the study programmes. In the last year of the students studies, there has generally been an increase in student FTEs, especially in the MSc study programmes and also in the study programmes with higher drop-outs than usual. The increased student FTEs are therefore estimated to be partly related to the COVID-19 situation in 2021.

In the autumn of 2021, the expected number of students on the newly revised Master in IT Management will not be admitted. The reason may partly be the significantly increased participant payment starting from the autumn of 2021 and partly the COVID-19 situation - but this has not yet been investigated in detail. The decreased number of admitted students on the master study programme is the main reason for a lower number of earned part-time student FTEs compared to previous forecast.

Table 4: Study activity forecast

Study Activity Forecast	FCST April 2021		Change		FCST July 2021	
	units	KDKK	units	KDKK	units	KDKK
Students, BSc	858	58,087	11	731	869	58,818
Students, MSc	955	64,640	16	1,110	971	65,750
Students, guests and foreign scholarship students	35	3,210	-2	-354	33	2,856
Students, full-time (FTE)	**1,847**	**125,937**	**26**	**1,487**	**1,873**	**127,424**
Students, part-time (FTE)	**54**	**9,569**	**-4**	**-1,789**	**51**	**7,780**
Employment bonus	85%	5,921	0%	88	85%	6,009
Excess study time bonus	100%	6,931	0%	103	100%	7,034
Quality		869		-0		869
Bonuses		**13,721**		**191**		**13,912**
Other student activity		**1,036**		**-224**		**812**
Total income from study activity		150,263		-335		149,928

Base grants and other government grants (+0.6 M)

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

Recent forecast has increased with DKK 0.6 M, due to additional grants for establishing a Covid-19 Test centre at ITU Campus and to compensate for Covid-19 effects.

External research grants (-8.0 M)

Actual income is below the estimate as per June 30 by DKK -4.5 M. As in previous years, we expect activities to pick up, during the second half of the year.

The most recent external research funding forecast from Research and Learning support shows a decrease of DKK 8.0 M. Partly, due to a researcher leaving ITU who have transferred external funding to his/her new place of work, and partly due to a general write-down. About the general write-down, it seems spending of the external funds is progressing slower than in previous years. Currently the delay is about 5 pct. compared to previous years, and a simple projection indicates a 10 pct. delay. Thus, we have cautiously adjusted the forecast downwards by further DKK 5.0 M.

Still, 2021 seems to be another record-breaking year in terms of realizing external research funds.

External grants other (+1.3 M)

Actual income is above the estimate as per June 30 by DKK 2.4 M

Recent forecast has increased by DKK 1.3 M, due to income from Villum fonden project that has been extended to 2021, and the new project DigitalLead.

Facilities subleasing

Actual income from facilities subleasing is below the estimate with DKK 0.5 M as per June 30.

Recently we have signed contract with Novo Nordisk and Alexandra Institute, who will move in during 2021.

Compared to previous forecast, the budget is unchanged.

Other income from Academic departments (+0.2 M)

Actual income is above the estimate as per June 30 by DKK 0.1 M. The forecast has been adjusted upwards by DKK 0.2 M due to income from conference and etc.

Other income from Administrative departments (-0.9 M)

Income from Administrative departments is below the estimate as per June 30 by DKK 0.6 M.

July forecast shows a decrease in income by DKK 0.9 M, which concerns income from Euro Park is lower than usual and other activities that are usually arranged by Facility Management, that we can't carry-out due to Covid-19.

External research spending (-6.3 M)

Actual personnel costs are below the estimate as per June 30 by DKK 3.3 M.

Actual other operating costs (excluding overhead) is below the estimate as per June 30 by DKK 1.2 M. We have adjusted the budget downwards by DKK 0.8 M.

We adjusted the forecast downwards to match the changes, elaborated in the section about External Research Grants.

Finance estimates an average overhead of 25 percent.

Academic departments (-0.4 M)

The actual personnel cost is below the estimate as per June 30 by DKK 1.9 M. We expect personnel costs to pick up later as in previous years.

We base the personnel forecast from July 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. We have reduced the personnel forecast by an average of 1 per cent, total equivalent of approximately DKK 1.3 M. i.e., an adjustment of DKK 0.4 M downwards compared to April forecast.

The actual costs for other operations are below the estimate as per June 30 by DKK 3.7 M. We expect activities will pick up during the rest of the year. There are still a great uncertainty regarding Covid-19 effects, that might postpone planned activities, like reduced travel and meeting costs. The forecast is DKK 0.6 M lower compared to April forecast, as costs related to PhD abroad studies have been adjusted downwards due to Covid-19.

Administrative departments (-0.1 M)

The actual personnel cost is above the estimate as per June 30 by DKK 0.8 M.

The forecast shows a decrease in personnel costs by DKK 4.0 M, as we adjusted salary reimbursement upwards by DKK 0.4 M, corresponding to 2020 level, we have adjusted provision of holiday pay with DKK 0.7 M, and as an effect of less foreign scholarship students we have adjusted the scholarship budget downwards by DKK 0.6 M. As already mentioned, there is a decrease in administrative staff. Some of the decrease in administrative staff FTEs have been transferred to other operating costs, to cover external assistance, which explains the high decrease in personnel costs.

The actual cost for other operations is lower than the estimate as per June 30 by DKK 5.1 M. We expect cost to pick up later, as expenses for the revised Master in IT and management, fees to assessment committees, purchase of IT equipment, instalment and purchase of the new phone system, and the instalment of new server room will be carried out later this year.

The July forecast has increased by DKK 3.9 M, due to transfers of DKK 3.3 M from management pools regarding additional cost regarding instalment of a new server room, instalment of new phone system, adapting administrative departments for a bigger organisation, updating critical IT systems, and a video campaign for students to support our mission to create an inclusive, respectful, and forthcoming study

environment at ITU. Due to the decrease in administrative staff, we have more external assistance that is estimated to a total of DKK 2.0 M. We have adjusted Student affairs and Programmes budget downwards with DKK 0.5 M, as we can't carry-out some activities due to Covid-19. Lastly, we have adjusted depreciation provision and teaching of PhD students downwards by DKK 0.5 M.

Building (-0.5 M)
Actual cost is below the estimate as per June 30 by DKK 1.7 M. We expect costs to pick up during the third quarter, as most building maintenance goes on during summer period.

Some costs of DKK 0.5 M that was previously characterise as building costs, are now re-characterise as operating costs.

Management pools (-2.8 M)
Management pools have decreased by DKK 2.8 M and reflects transfers from management pools to other budget items in order to support strategic actions, such as additional cost regarding instalment of a new server room, instalment of new phone system, adapting administrative departments to a bigger organisation, updating critical IT systems, and a video campaign for students to support our mission to create an inclusive, respectful, and forthcoming study environment at ITU.

Financial income and costs
Financial income is above the estimate as per June 30 by DKK 0.8 M.

The forecast is unchanged as capital markets are somewhat volatile, and the actual bond prices during the year might significantly influence the year-end result.

Cash flow forecast
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.

From the start of the year, cash holdings are unusually high due to prepayment of external research funds in 2020. Throughout 2021, ITU draw on these prepayments for the planned spending of external research funds.

The cash flow drops from 88 M to 39 M. This is mainly due to the spending of prepaid external funds and forwarding prepaid funds to our partners on EU research projects. The accumulated effect is a steady cash flow drop through the year of approximately DKK 44 M. Furthermore, the cash flow drops in in February, May, August, and October, due to the quarterly payments of rent. In December, the drop is due to the annual payment of DKK 2 M to the National Library.

ITU may have to pay out frozen holiday funds of approximately DKK 18 M during 2021. Either the full amount or a partly payment. The payment is not yet included in the cash flow forecast, but well within the expected cash holdings of DKK 39 M by the end of the year.

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

Cash flow forecast 2021
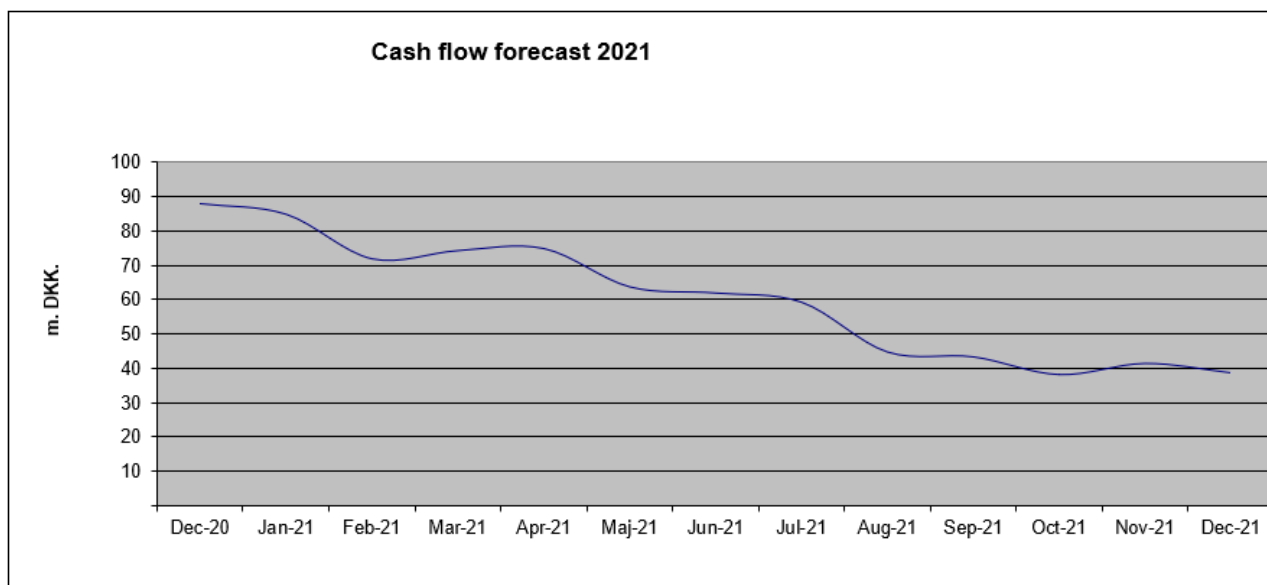
Uncertainties

Covid-19 still lingers. Thus, many activities are postponed, delayed or might never happen, which has a short-term positive effect on the result.

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

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

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

We do not expect that the academic department´s hiring plans will be 100 per cent fulfilled; hence, we have estimated that they will only use 99 pct. of their salaries budget. In previous years, the underspending has been up to 4 pct.

We assume the same holiday pattern for employees as usual, but Covid-19 restrictions and the new holiday act may impact the holiday patterns somewhat. As the provisions for holiday pay amount to around DKK 34 M even small changes in the holiday pattern may affect the year-end balance and thus the year-end result.

Enclosure 2
Follow-up on Internal Strategic Targets for 2021 (Strategic Framework Contract Targets)

The report stated in the chart below represents the results as of 1 July 2021.

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 or other kinds of funding for increasing the number of admitted students in 2021/2022.	Political negotiations are going on about funding for a new IT University Campus in Vejle. There will be a follow-up after third quarter 2021.	🟡
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 2021.	279 applicants in total on the Study Programme BSc in Software Development and the Study Programme BSc in Data Science have been offered admission in 2021. Currently, 254 of these have accepted the study place and the target is likely to be achieved. There will be a follow-up after third quarter 2021.	🟢

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T3	The IT University admits at least 130 students in total on the Study Programme MSc in Computer Science and the Study Programme MSc in Data Science in 2021.	218 applicants in total on the Study Programme MSc in Computer Science and the Study Programme MSc in Data Science have been offered admission in 2021. Currently, 143 of these have accepted the study place and the target is likely to be achieved. There will be a follow-up after third quarter 2021.	🟢
T4	In 2021, the dropout rate after the first year of study is at most 20 per cent among students admitted in 2020 on each of the study programmes BSc in Software Development and BSc in Data Science.	As of 1 July 2021, the dropout rate after the first year of study among students admitted in 2020 on the Study Programme BSc in Software Development is 13 per cent and on the Study Programme BSc in Data Science it is 9 per cent. There is still some insecurity on whether the target will be achieved as the dropout behavior of students is quite unpredictable after the COVID-19 period. There will be a follow-up after third quarter 2021.	🟢
T5	In 2021, the IT University admits at least 23 per cent female students on the Study Programme BSc in Software Development.	21 per cent of the applicants offered admission on the Study Programme BSc in Software Development are females, and currently 21 per cent of the accepted study places are females. It is still unsure if the target will be achieved in 2021. There will be a follow-up after third quarter 2021.	🟡
T6	In 2021, the IT University admits at least 25 per cent female students on the Study Programme BSc in Data Science.	37 per cent of the applicants offered admission on the Study Programme BSc in Data Science are females, and currently 34 per cent of the accepted study places are accepted by females. The target will be achieved in 2021. There will be a follow-up after third quarter 2021.	🟢

T7	In 2021, the IT University admits at least 20 per cent female students on the Study Programme MSc in Computer Science.	Currently 20 per cent of the accepted study places are accepted by females, and it is still unsure if the target will be achieved in 2021. There will be a follow-up after third quarter 2021.	🟡
T8	In 2021, the dropout rate after the first year of study is at most 20 per cent among female students admitted in 2020 on each of the study programmes BSc in Software Development and BSc in Data Science.	As of 1 July 2021, the dropout rate after the first year of study among female students admitted in 2020 on the Study Programme BSc in Software Development is 15 per cent and on the Study Programme BSc in Data Science it is 12 per cent. There is still some insecurity on whether the target will be achieved as the dropout behavior of students is quite unpredictable after the COVID-19 period. There will be a follow-up after third quarter 2021.	🟢
T9	The online learning in the autumn of 2020 is for each study programme evaluated and the evaluation forms the basis for experimenting with new learning formats in 2021.	A qualitative report by Learning Support evaluating online learning has been released. How to learn from and use the experiences and recommendations in the report is currently being discussed by Education Group and others. There will be a follow-up after third quarter 2021.	🟢

T10	In 2021, the evaluation and experiments in target T9 will be used as a significant contribution to the formulation of principles and values for the future new technology in teaching at the IT University.	Based on the evaluation of the online learning and on-going dialogue and workshops with Heads of Study Programmes, teachers and students on their experiences with teaching during the covid-19 period, Learning Support will present the findings for the Education Group and Heads of Department group in mid-August. The experiments and evaluations provide inputs to the strategic foundation of a thriving learning environment and future competence development of faculty and teaching assistants at the IT University. There will be a follow-up after third quarter 2021.	🟢
T11	In 2021, a model for continuous pedagogic/didactic competence development for permanently employed academic staff (VIP) will be developed and implemented.	A model for continuous pedagogic/didactic competence development for permanently employed academic staff (VIP) is planned to be developed and implemented in autumn 2021. There will be a follow-up after third quarter 2021.	🟢
T12	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 2021.	Currently, the IT University's total VIP/DVIP ratio is 5.0 in 2021 and one study programme has a VIP/DVIP ratio less than 2.4. The study programme Master in IT Management has a VIP/DVIP ratio of 2.3. There will be a follow-up after third quarter 2021.	🟡

T14	In 2021, the weighted rolling average of graduate unemployment measured fourth to seventh quarter after the graduation of MSc students graduated from the IT University in 2016, 2017 and 2018 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 2021, the weighted rolling average of graduate unemployment measured fourth to seventh quarter after the graduation of MSc students graduated from the IT University in 2016, 2017 and 2018 is 7.8 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 11.3 per cent. The target is achieved in 2021.	🟢
T15	In 2021, the IT University will homogenize all employment tickets and implements the new concept in 2021.	The process is currently running and has led to the creation of a shared template identifying employability skills across the study programmes. The template is currently in a hearing process in the employer's panels. There will be a follow-up after third quarter 2021.	🟢
T16	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.	Programme-Specific Employers' Panels have approved employment tickets for all study programmes in spring 2021.	🟢
T17	The IT University establishes a systematic dialogue with at least a total of four relevant private or public funds in 2021.	There has been initiated a systematic dialogue with two relevant private and public funds and a third is under way. There will be a follow-up after third quarter 2021.	🟢

T18	In 2021, the IT University establishes a systematic dialogue with at least two major Danish companies with at least 250 employees each.	The IT University has been in dialogue with more than two major Danish companies, so the target is expected to be achieved in 2021. There will be a follow-up after third quarter 2021	🟢
T19	The IT University enters into a collaboration agreement with one or more companies in 2021, leading to at least three research and development activities.	During second quarter of 2021, initiatives on collaboration are initiated but no collaboration agreement is entered. There will be a follow-up after third quarter 2021.	🟡
T20	The IT University implements the new Governance Model for all existing research centers in 2021.	The following centers: Center for Digital Welfare, European Blockchain Center, Center for Information Security and Trust, and Center for Computing Education Research all follow the new Governance Model. The Center for Computer Games Research will implement the new Governance Model after summer 2021. The target is expected to be achieved. There will be a follow-up after third quarter 2021.	🟢
T21	In 2021, the Research Centre for Government IT will offer research-based short courses for public leaders, which can help them fulfill their role in digitalisation projects in the public sector. Courses can be offered through ITU Professional Courses.	There has not yet been designed any courses, but the recruitment of Bent Flyvbjerg in a Villum Kann Rasmussen professorship makes it likely that such courses will be offered no later than 2022 (also see target T22). There will be a follow-up after third quarter 2021.	🔴

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T21-1	In 2021, there is a plan for a possible continuation of the Research Centre for Government IT beyond 2021, including educational activities.	There is a plan for the continuation of the Research Center for Government IT after 2021. The plan has been approved by the Executive Management. The plan includes education activities as well as recruitment of professor Bent Flyvbjerg on funding from the VILLUM FONDEN. There will be a follow-up after third quarter 2021.	🟢
T22	In 2021, the number of scientific staff in the field of information security remains at least at the same level as in 2020.	After second quarter 2021 the number of scientific staff in the field of information security remains at the same level as in 2020. There will be a follow-up after third quarter 2021.	🟢
T23	In 2021, the number of scientific staff in the field of data science remains at least at the same level as in 2020.	Four new scientific staff in the field of data science have been hired since 1 January 2021, one more has been given an offer of employment by 1 November 2021. There will be a follow-up after third quarter 2021.	🟢
T24	In 2021, the IT University will engage in capacity building in relation to the subject "Technology understanding" in the primary and lower secondary school, especially in relation to political support, funding, a knowledge center across universities and university colleges etc.	Pro-rector of the IT University is a member of the Steering Group for a collaboration between Universities Denmark and the University Colleges Denmark, which aims to work for knowledge and capacity building for a technology understanding subject in primary school, youth education and higher education. The IT University is represented by a Head of Department in a Capacity Group in the collaboration. Further, Head of Center of Computing Education Research intends to be the leader of a work package in the effort. There will be a follow-up after third quarter 2021.	🟢

T25	In 2021, the IT University will sign a collaboration agreement with the other partners in the Study Programme Master of Informatics Teaching, including a clarification of how the IT University contributes to the study programme.	The IT University has signed a collaboration agreement with the other partners in the Study Programme Master of Informatics Teaching. The collaboration agreement has description of how the IT University is contributing to teaching on the study programme. The target is achieved in 2021.	🟢
T26	In 2021, the IT University will teach at least 30 high school teachers who are to teach Informatics in High School.	A course has been created and offered for high school teachers in Autumn 2021. Only five participants signed up for the course and therefore it has been cancelled. The target will not be achieved in 2021.	🔴
T27	The high school teachers course evaluations of the teaching provided by the IT University have an average score of at least 4.75 in 2021.	The course has been cancelled and therefore is has not been possible to evaluate. The target will not be achieved in 2021.	🔴

Finance
9 September 2021

Enclosure 3

Framework Budget 2022 - 2025

This presentation concerns the ITU Framework Budget for 2022-2025.

Summary
The Framework Budget shows a negative result of DKK 8.8 M in 2022 and an accumulated negative result of DKK 0.6 M throughout the four-year period. In 2025, the equity/income-ratio is above the preferred level of 0.18.

The Framework Budget includes a management pool of DKK 5.0 M in 2022 and onwards 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 2022. We will present the budget Proposal for 2022 at the Board meeting on 25 November 2021.

General assumptions

In general, we assume the Budget Proposal Act for 2022 (FFL 2022), presented by the Government on 30 August 2021, is passed by Parliament without substantial changes regarding the university.

To be clear, the Framework Budget does not include effects of the political agreement on reducing student admissions in major cities towards 2030. Nor does the Framework Budget include any effects of establishing a new campus in Vejle. When the result of our effort on the two matters are known, we will prepare a new Framework Budget.

Furthermore, we base the Framework Budget on equity at the end of 2021 as expected in the accounts as per June 2021 from August 2021.

We regulate government grants with a +1.1 pct. average price/wage inflator, as stated in the Budget proposal act. We regulate personnel costs and other operating costs with +0.9 pct. and +1.4 pct. in 2022, respectively. The inflators regarding 2023 to 2025 are set at the 2022 level.

Equity and equity/income ratio

Table 1 shows equity and the equity/income ratio. Note that the equity end-year 2021 is based on 2nd quarter forecast 2021. In 2025 the equity ratio is above the preferred level of 0.18.

Table 1: Equity

Budget items (KDKK)	Forecast 2021 Q2	Forecast 2022	Forecast 2023	Forecast 2024	Forecast 2025
Equity, end-year	75,977	67,194	70,986	74,958	75,305
Equity/income ratio	0.20	0.17	0.18	0.19	0.20

Income and costs

In table 2, we show income and costs for the next four years. We elaborate on assumptions about income and costs in the sections below.

Table 2: Framework Budget 2022-2025

Budget items (KDKK)	Budget 2021	Forecast 2022	Forecast 2023	Forecast 2024	Forecast 2025
Study activity grants and tuition fees	142,247	148,669	150,788	147,353	143,415
Education, base grants	33,784	34,142	34,139	34,137	34,137
Research, base grants	135,764	135,646	136,213	136,363	136,392
Other government grants	-10,486	-10,570	-16,298	-16,298	-16,298
External research grants	40,331	68,094	67,890	62,336	62,049
Facilities subleasing	5,430	6,199	9,368	9,368	9,368
Other commercial activities and grants	8,537	10,714	12,236	14,305	14,305
Income	**355,607**	**392,894**	**394,337**	**387,563**	**383,367**
Personnel costs	25,812	46,741	46,500	42,722	42,573
Other operating costs	6,856	8,236	8,622	7,992	7,966
External research	**32,668**	**54,977**	**55,122**	**50,714**	**50,538**
Personnel costs	123,038	122,404	117,623	115,570	114,889
Other operating costs	13,168	13,600	12,558	11,229	10,876
Academic departments	**136,206**	**136,004**	**130,182**	**126,799**	**125,765**
Personnel costs	91,757	102,080	95,470	94,548	95,928
Other operating costs	36,501	43,882	45,036	46,795	46,054
Administrative departments	**128,258**	**145,961**	**140,505**	**141,343**	**141,982**
Building	**61,130**	**60,644**	**60,644**	**60,644**	**60,644**
Management pools	**5,753**	**5,000**	**5,000**	**5,000**	**5,000**
Ordinary operating net costs	**364,015**	**402,586**	**391,454**	**384,501**	**383,929**
Profit from ordinary operations	**-8,408**	**-9,692**	**2,883**	**3,062**	**-562**
Financial income and costs	**909**	**909**	**909**	**909**	**909**
Profit	**-7,499**	**-8,783**	**3,792**	**3,971**	**347**

Table 3: Staff forecast

Staff Forecast (FTE)	Budget 2021	Forecast 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026
Researchers, senior	78,9	84,0	84,5	83,5	88,1	87,1
Researchers	64,2	53,0	43,0	42,0	35,0	35,0
Researchers, external funding	49,3	88,8	84,9	77,2	76,5	83,0
Academic staff, full-time	**192,4**	**225,8**	**212,4**	**202,7**	**199,6**	**205,1**
External lecturers	18,4	19,3	18,0	17,8	17,6	17,4
Other part-time teachers and external examiners	40,1	39,9	40,2	39,2	38,6	38,6
Academic staff, part-time	**58,5**	**59,2**	**58,2**	**57,0**	**56,2**	**56,0**
Academic staff	**250,9**	**285,0**	**270,6**	**259,7**	**255,8**	**261,1**
Administrative staff	161,6	173,1	171,9	169,7	169,6	169,6
Administrative staff, external funding	7,1	9,9	12,9	12,9	12,9	12,9
Administrative staff	**168,7**	**183,0**	**184,8**	**182,6**	**182,5**	**182,5**
Staff total	**419,6**	**468,0**	**455,4**	**442,3**	**438,3**	**443,6**
Administrative/academic staff ratio	**0,67**	**0,64**	**0,68**	**0,70**	**0,71**	**0,70**

As shown in table 3, staff has increased significantly in 2022 compared to Budget 2021. The significant increase in staff, is due the increase in external research funding, i.e. for the most part hiring of academic staff in temporary project employments.

We have adjusted the administrative staff upwards to adapt administrative departments for a bigger organisation, staff for open entrepreneurship, and staff for the revised Master in IT and management. The decrease over time in administrative staff, is due to time limited employments.

The administrative staff forecast is below the average of the Danish university sector an administrative/academic staff ratio of 0.75 (2020-level), throughout the period. Please notice, the administrative staff include permanent positions in the academic departments such as the three heads of department, Dean of education, lab managers, research programmers and student workers assisting researchers.

We expect personnel costs for administrative staff equivalent of 9.9 FTEs in 2022 and 12.9 FTEs in 2023 and onwards are covered by external grants and increasing commercial activities such as ITU Professional Courses.

Student activity grants and tuition fees

In table 4, we show the student activity forecast in student FTEs and DKK, which we base on the admission forecast in table 5 and rates from the Budget Proposal Act in table 5.

Table 4: Student activity forecast

Study Activity Forecast	Budget 2021		Forecast 2022		Forecast 2023		Forecast 2024		Forecast 2025	
	units	KDKK	units	KDKK	units	KDKK	units	KDKK	units	KDKK
Students, BSc	858	58.093	883	60.464	878	59.447	833	56.414	805	54.485
Students, MSc	895	60.598	901	61.696	914	61.864	910	61.573	908	61.472
Students, guests	20	1.361	26	1.779	29	1.943	29	1.943	29	1.943
Students, foreign schoolarships	8	1.699	6	1.302	6	1.288	6	1.288	6	1.288
Students, full-time (FTE)	**1.781**	**121.751**	**1.817**	**125.242**	**1.827**	**124.542**	**1.778**	**121.218**	**1.748**	**119.188**
Students, part-time (FTE)	**54**	**6.214**	**49**	**10.110**	**52**	**11.302**	**53**	**11.561**	**54**	**11.447**
Employment bonus	85%	5.702	76%	5.243	100%	6.853	100%	6.668	76%	4.987
Excess study time bonus	100%	6.675	100%	6.891	100%	6.853	100%	6.668	100%	6.555
Quality		869		0		0		0		0
Bonuses		**13.246**		**12.134**		**13.706**		**13.336**		**11.542**
Other student activity		**1.036**		**1.183**		**1.238**		**1.238**		**1.238**
Total income from study activity		**142.247**		**148.669**		**150.788**		**147.353**		**143.415**

Due to two short term government grants to admit extra student (STEM and COVID-19) the income from education is increasing temporarily in the budget period.

The target employment rate put forth by the Government is 95.0 pct. in each of the years 2022 – 2025. For preparing the Framework Budget 2022-2025, we use the actual employment rate of 89 pct. (among graduates from 2017) corresponding to a target achievement of 76.1 pct. in 2022. In 2023 and 2024 we set the employment bonus to a 100 pct. due to a government decision to nullify any negative COVID-19 effects on employments rates. In 2025 the estimate corresponds to 2022 level.

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

Quality grants is included in the agreement about creating more and better education possibilities in Denmark and is therefore eliminated separately from 2022 and onwards.

Table 5: Student admission forecast

Admission (Number of students)	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Budget 2021	Forecast 2022	Forecast 2023	Forecast 2024	Forecast 2025
B-SWU	147	149	162	195	162	140	140	140	140
B-DDIT	63	59	62	55	59	59	59	59	59
B-GBI	67	69	72	95	98	60	60	60	60
B-DS	56	64	68	88	81	100	100	100	100
BSc	**333**	**341**	**364**	**433**	**400**	**359**	**359**	**359**	**359**
K-DDIT	145	139	139	133	106	115	115	115	115
K-DIM	132	159	129	128	138	130	130	130	130
K-SD	0	79	107	145	127	120	120	120	120
K-DS	0	0	0	0	37	30	30	30	30
K-CS	0	91	80	87	96	102	102	102	102
K-GAMES	61	49	52	43	54	50	50	50	50
MSc	**338**	**517**	**507**	**536**	**558**	**547**	**547**	**547**	**547**
M-ILM	48	40	42	41	26	40	40	40	40
Master	**48**	**40**	**42**	**41**	**26**	**40**	**40**	**40**	**40**
Total	**719**	**898**	**913**	**1010**	**984**	**946**	**946**	**946**	**946**

Table 5 shows the admission forecast for each study programme. Due to Covid-19, a government decision was made in 2020 to increase admissions in the university sector. In 2020 we increased our admission of BSc students with 18 percent compared to 2019, which is why admissions drop from 2020 to a steady level in 2022 and onwards in table 4.

Table 6: Student activity rates

Student activities rates (DKK)	2021 p/w 2021	2022 p/w 2022	2023 p/w 2022	2024 p/w 2022	2025 p/w 2022
Government Grant, BSc (FTE)	67,700	68,400	68,400	68,400	68,400
Government Grant, MSc (FTE)	67,700	68,400	68,400	68,400	68,400
Government Grant, Guest students (FTE)	67,700	68,000	68,000	68,400	68,400
Employment rate target	95.0%	95.0%	89.0%	89.0%	95.0%
Excess study time target months	4.1	4.1	4.1	4.1	4.1
Government Grant, part-time ILM (FTE)	29,200	29,500	29,500	29,500	29,500
Tuition fee, part-time students	85,000	85,000	85,000	85,000	85,000

Table 6 shows the student activity rates from Budget Proposal Act for 2021.

The government has decided to fix the target achievement rate to a 100 pct. for employment bonus in 2023 and 2024, and for excess study time in 2022 and 2023 due to COVID-19, i.e., disregarding the actual target achievement.

Base grants for education and research

Base grants for education and research are stable throughout the period.

Other government grants

Other government grants are negative by DKK 10.6 M in 2022 and DKK 16.3 M in 2023 and onwards.

The negative grant of DKK 16.3 M is a result of the SEA reform implemented in 2020 which lowered the rent on state buildings such as Ruud Langgaards Vej to the market level, thus making it less attractive for the universities to seek out other landlords. Simultaneously, the reform lowered government grants by the same amount.

Some minor short-term grants counter the negative grants in 2021 and 2022. The additional grant of DKK 4.1 M for BSc admissions 2020 is spread out evenly from 2020 to 2022, thus adding DKK 1.4 M in 2022. In 2021 ITU has received an additional government grant of DKK 7.8 M from the STEM-pool administered by the Minister of Higher Education and Research, which is spread out evenly from 2021 to 2022, thus adding DKK 3.4 M in 2022.

External research grants

Income from external research grants has increased significantly since Budget 2021 from November 2020 (DKK 40.3 M). Due to the high success in taking home awards in recent years, the forecast shows external grants will increase to DKK 68.1 M in 2022. In the separate agenda item about Accounts of the IT University of Copenhagen, as per June 30 2021, you will notice the increase is already happening as the new forecast for 2021 is DKK 56.5 M.

Other commercial activities and grants

Other income from administrative departments increases from 2022 and onwards, as we expect an increase in activities from ITU Professional courses from DKK 4.5 M in 2022 to DKK 8.1 M in 2025.

Furthermore, we expect to take home new external grants to maintain activities such as open entrepreneurship and introduction to the world of coding.

Academic departments

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

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. As study activity rises, we allocate resources to the academic departments according to the teaching efficiency.

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 2022 and onwards.

Most importantly, from 2023 personnel costs decrease, as we have included a budget reduction of DKK 6.0 M each year regarding staff, not externally funded. Part of this reduction is due to drop in student admissions (Table 5. Executive Management will start the process of adjusting faculty in close dialogue with the heads of department, and simultaneously seek out other means of reducing costs or financing ongoing activities.

Administrative departments

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, HR, Executive Management and finally provisions for holiday pay, parental leave, taxes, and other company matters.

In general, we allocate additional resources to the administrative departments from management polls upon requests and within the average of the Danish university sector administrative/academic staff ratio of 0.75.

Personnel costs increases in 2022 (DKK 102.1 M) compared to 2021 Budget (DKK 98.1 M), and decreases somewhat again in 2023 and onwards. The increase from 2021 to 2022 is due to the increase in technical administrative staff as shown in table 3, but also the buildup of provisions for holiday obligations and parental leave for both academic and administrative staff. The decrease from 2022 to 2023 is due to the assumption, that external research projects fund more administrative staff than today.

Please notice the ordinary operating costs in administrative departments rise from 2022 to 2025, due to the increase in income from ITU Professional courses, and are intended to spend on academic manning for teaching at ITU Professional courses.

Building costs

Building costs 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.

Building costs in 2022 and onwards are lower compared to Budget 2021 as some cost types are reclassified to administrative departments after implementing a new mandatory and sector wide accounting chart.

Management pools

The management pools will be DKK 5.0 M each year from 2022 and onwards to support strategic actions in the years to come.

Executive Management allocates the funds to the academic departments, the administrative departments or building costs upon request.

Financial income and costs

Financial income and cost are return on investment in the securities portfolio of the IT University. The IT University has a significant surplus operating cashflow, which we place in a security portfolio to secure a decent interest.

The return on invest may fluctuate somewhat in the short term, but in the long term we secure a decent interest of DKK 0.9 M of our surplus cash flow.

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 uncerainties related to end year result 2022
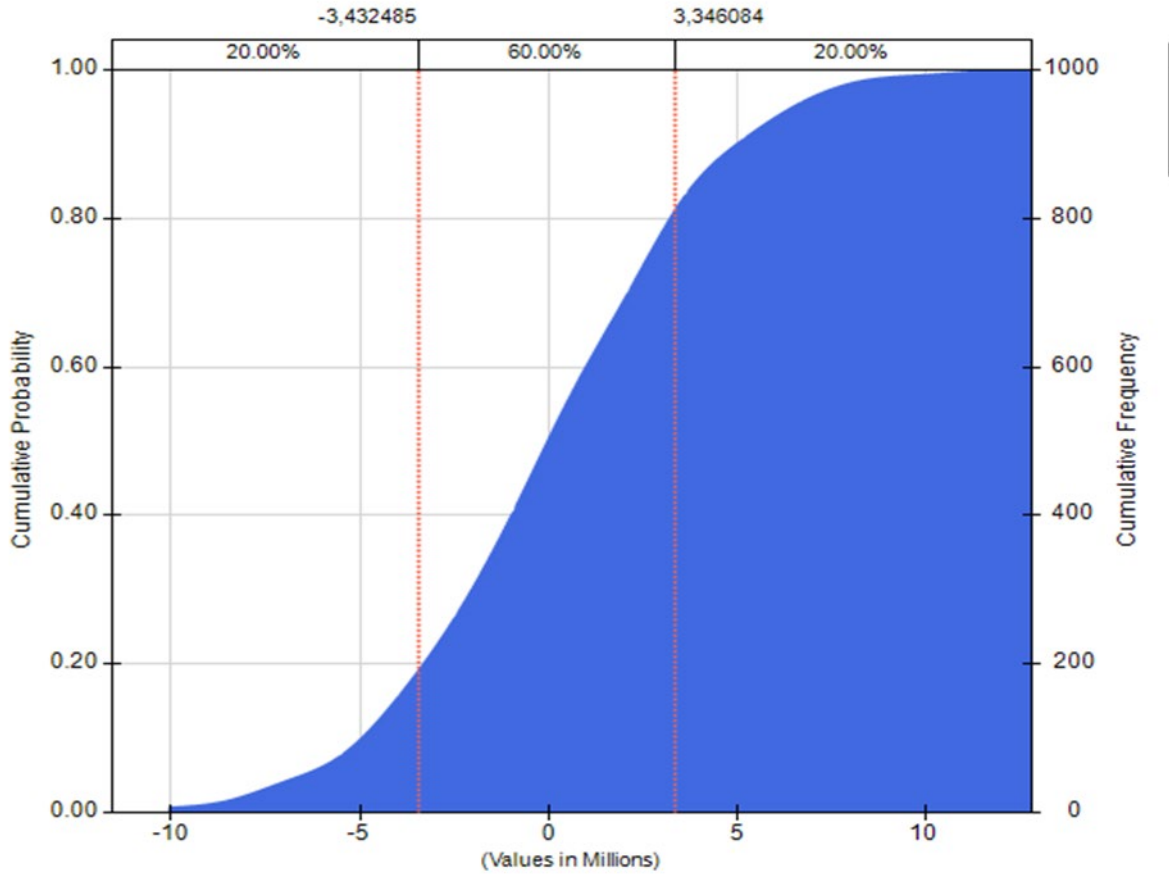
The simulation in figure 1 indicates that the probability of the actual result being at least DKK 3.4 M less than the budgeted result of DKK -8.8 M is approx. 20 pct. Equally, the probability of the actual result being at least DKK 3.3 M more than the budgeted result of DKK -8.8 M is approx. 20 pct.

With the risk of fluctuations into consideration, the red bar in figure 2 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
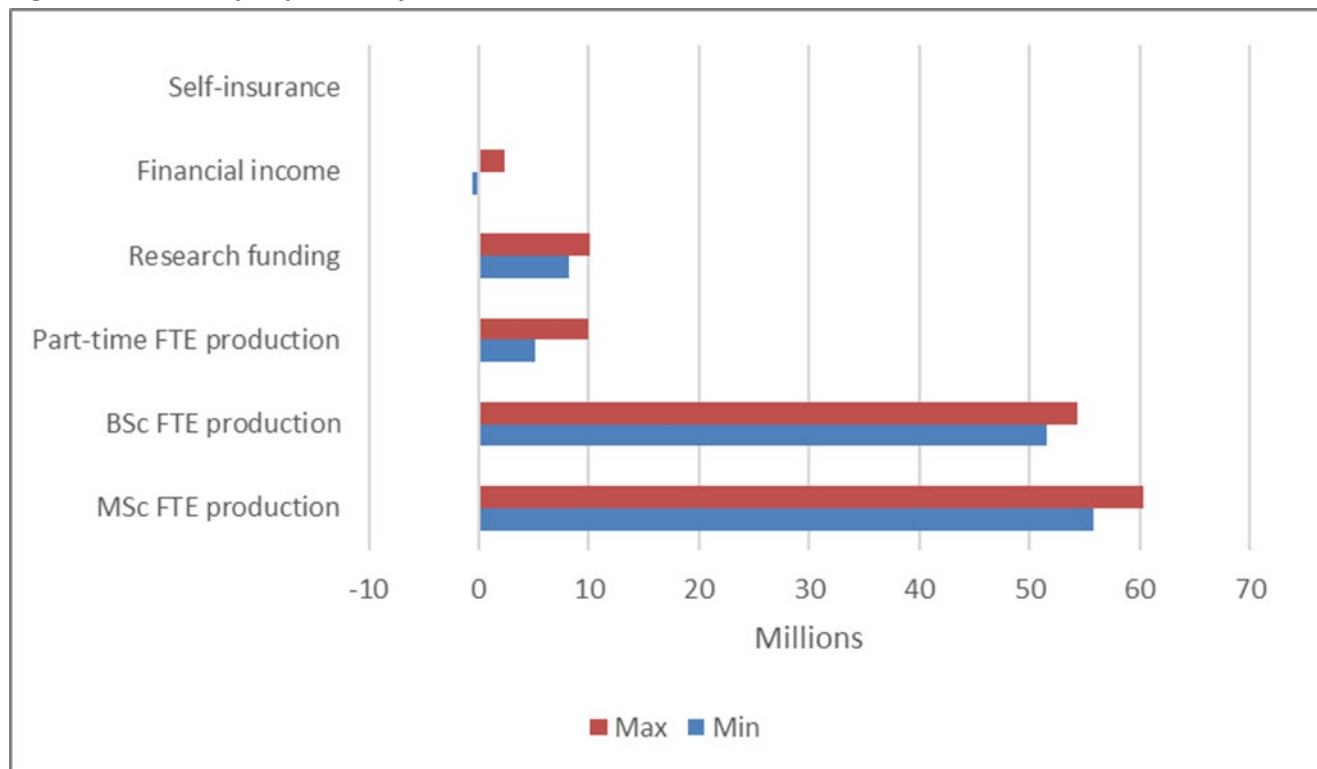
Specific operating risks

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

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

Subleasing excess office spaces

We have a total of 5,000 square meter available office spaces for subleasing. The Framework Budget includes a 10 pct. vacancy from 2023 and onwards. If the vacancy increases to 50 pct. it will reduce our income from subleasing with DKK 5.1 M each year.

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

Villum Kann Rasmussen professorship

The new grant from the Villum Kann Rasmussen foundation comes with an obligation to establish a research center with increasing research and educational activities during a six-year period. Throughout the six-year period the research center plans to attract additional research grants, income from education and co-financing from academic departments at ITU.

In an ambitious scenario all costs are covered by the above sources of funding, that is a net cost of DKK 0 M. However, a more prudent scenario shows an average net cost of DKK 3.4 M/year in the six-year period.

We include the ambitious scenario in the Framework Budget.

Holiday pay obligation

Both implementing the new holiday act and lingering COVID-19 travel restrictions may impact the holiday pattern of employees. If every employee with paid holiday uses one less holiday in 2021 than usual it will potentially affect the year-end result by DKK 1.0 M.

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

Enclosure 4

ITU Student Admission 2021

BSc admission 2021

Applications

2020 was a special year with very high number of applications (ITU had 15% increase for 1st priority applications from 2019 to 2020). Despite this, ITU has again in 2021 increased the number of applications with 6% from 2020 to 2021. For comparison, the total for all Danish universities was a decrease (-2%) from 2020-2021.

BSc Programme	Applica-tions 2019 (1st priority)	Applica-tions 2020 (1st priority)	Applica-tions 2021 (1st priority)	All applica-tions 2019	All applica-tions 2020	All applica-tions 2021
Software Development	302	325	311	552	609	574
Digital Design & Interactive Technologies	148	119	141	336	328	369
Global Business Informatics	121	120	107	377	348	374
Data Science*	90	199	246	312	520	536
Total	**661**	**763**	**805**	**1577**	**1805**	**1853**

*Data Science is the only BSc programme with international student admission and the share of applications that are qualified are lower than for the other programmes with only Danish student admission.

Budget and Offer of Admission

The original budget for BSc admission 2020 and 2021 was to admit **359** (1st October) but In December 2019 the Government decided to provide more funding to increase the admission on STEM programmes in 2020. In June 2020 the Government decided to increase the admission further in 2020 and 2021, due to the expectation for an increase in applicants due to Covid-19, as many young people had to give up their gap year(s).

BSc Programme	Offer of Admission 2019	Offer of Admission 2020	Offer of Admission 2021	Budget 2021 (1st October)
Software Development	176	222	180	160
Digital Design & Interactive Technologies	66	64	66	59
Global Business Informatics	80	108	111	97
Data Science	78	110	100	80
Total	**400**	**504**	**457**	**396**

Grade Point Average and Gender Distribution

Statistics for applicants offered admission.

BSc Programme	Grade Point Average (quota 1)	Men %	Women %
Software Development	8,2	79%	21%
Digital Design & Interactive Technologies	8,9	39%	61%
Global Business Informatics	7,5	71%	29%
Data Science	8,3	63%	37%
Total		**68%**	**32%**

MSc admission 2021

Applications

2021 was first year of admission for MSc Data Science. Very satisfying application numbers for a new programme.

MSc Programme	All applications 2019	All applications 2020	All applications 2021
Digital Innovation & Management	277	289	342
Digital Design & Interactive Technologies	215	223	244
Software Design	389	413	385
Computer Science	240	259	253
Games	164	147	155
Data Science	-	-	151
Total	**1285**	**1331**	**1530**

Budget and Offer of Admission

MSc Programme	Offer of Admission 2019	Offer of Admission 2020	Offer of Admission 2021	Budget 2021 (1st October)
Digital Innovation & Management	178	175	178	130
Digital Design & Interactive Technologies	158	156	135	115
Software Design	142	181	168	120
Computer Science	140	150	155	102
Games	64	64	73	50
Data Science	-	-	63	30
Total	**682**	**726**	**772**	**547**

Gender Distribution

Statistics for applicants offered admission.

MSc Programme	Men %	Women %
Digital Innovation & Management	52%	48%
Digital Design & Interactive Technologies	33%	67%
Software Design	61%	39%
Computer Science	75%	25%
Games	73%	27%
Data Science	71%	29%
Total	**59%**	**41%**

Student Affairs & Programmes/Lene Rehder/06.09.2021

Enclosure 5a

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.
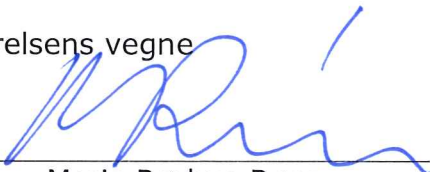
§ 14   Udlevering af forretningsordenen

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 5b

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 6
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

	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

	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: