

For the Members of the Board

Executive Management
Direct phone: +45 7218 5072
E-mail: gigr@itu.dk
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The rest of this document and enclosures are Publicly Available Information.

Agenda for the IT University Extraordinary Board Meeting on Thursday, September 22, 2022, at 14:00 – 17:00, in room 3A20/28, IT University of Copenhagen, Rued Langgaards Vej 7, 2300 Copenhagen S

Public items:

- 1. Welcome to New Board Member and New Vice Chancellor (briefing)**
- 2. Approval of the Minutes from the Previous Meeting (decision)**
- 3. News from ITU (briefing)**
- 4. Half-year Accounts and Prediction for the Result of 2022 (briefing)**
Enclosure 1: Accounts of the ITU as per June 30, 2022
- 5. Fulfilment of Strategic Contract Targets 2022 (discussion)**
Enclosure 2: Follow-up on Focal Strategic Targets 2022
- 6. Framework Budget 2023 – 2026 (decision)**
Enclosure 3: Framework Budget 2023 – 2026
- 7. Actions Regarding Intake, Autumn 2022 (briefing)**
Enclosure 4: ITU Student Admission 2022
- 8. Rules of Procedure Review (decision)**
Enclosure 5a: ITU's Forretningsorden (in Danish)
Enclosure 5b: ITU's Rules of Procedure (in English)
- 9. The Board's Self-evaluation 2022 (decision)**
Enclosure 6: ITU Board Self-evaluation Questionnaire

10. Possible Need of Strategic Discussion Before June 2023 and Extension of Board Meeting (decision)

11. Presentation of Recommendations from the URIS Committee on International Research and Innovation Cooperation (briefing)

12. Questions Regarding Mail-delivered Briefings (briefing)

13. Any Other Business

14. The Board´s 15 Minutes

The Executive Management´s comments on the agenda

Public items:

Item 1: Welcome to New Board Member (briefing)

Welcome to student Stefan Roy Friis Frederiksen, who will be substitute for the rest of 2022 for Mikala Sofie Skoglund Thomsen, who has graduated from ITU and left the board. Also welcome to new Vice Chancellor Per Bruun Brockhoff.

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

No comments to the minutes from the meeting on April 6, 2022, have been received.

Recommendation:

The Executive Management recommends that the minutes be approved.

Item 3: News from ITU (briefing)

- Villum Kann Rasmussen Professor og Head of Danish Institute for IT Program Management Bent Flyvbjerg
- Current Political Situation
- Sublet Possibilities Regarding Emil Holms Kanal, 5th Floor
- Status on ITU Framework Contract 2022-2025

At the meeting, Executive Management will give a briefing on what is happening at the ITU.

Item 4: Half-year Accounts and Prediction for the Result of 2022 (briefing)

Enclosure 1: Accounts of the ITU as per June 30, 2022

We refer to the enclosure.

Item 5: Fulfilment of Strategic Contract Targets 2022 (discussion)

Enclosure 2: Follow-up on Focal Strategic Targets 2022

All the strategic targets are likely to be fulfilled. ITU continue pursuing the goal of attracting female students (T6), and we strive to reduce the drop-out of female students on our most technical study programme (T7). The average graduate unemployment rate for ITU is lower than the national average (T8). ITU is about to define a method for increasing collaboration with partners outside academia (T15).

Item 6: Framework Budget 2023 – 2026 (decision)

Enclosure 3: Framework Budget 2023 – 2026

We refer to the enclosure.

Recommendation:

Executive Management recommends that the Framework Budget 2023 – 2026 be approved.

Item 7: Actions Regarding Intake, Autumn 2022 (briefing)

Enclosure 4: ITU Student Admission 2022

We refer to the enclosure.

Item 8: 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 has been found this year.

Recommendation:

Executive Management recommends that the Rules of Procedure, approved and signed on September 20, 2018, are kept unchanged.

Item 9: The Board's Self-evaluation 2022 (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 2022. 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 6, 2022, 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 24, 2022, 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 10: Possible Need of Strategic Discussion Before June 2023 and Extension of Board Meeting (decision)

The usual strategic seminar this June was cancelled, and the question is if the Board finds it necessary to have a strategic discussion on the board before the planned strategic seminar in June 2023.

Recommendation:

Executive Management, together with the Chairman of the Board, recommends that the Board decides if a strategic board discussion before the planned strategic seminar on June 8, 2023, is desired and – if so – then decides to extend the board meeting on November 24, 2022, with two hours (to last from 13:00 to 18:00).

Item 11: Presentation of Recommendations from the URIS Committee on International Research and Innovation Cooperations (briefing)

At the meeting, Head of Department Lene Pries-Heje will give a presentation on the recommendations from the URIS Committee (Udvalg om retningslinjer for international forsknings- og innovationssamarbejde), appointed by the Ministry of Higher Education and Research.

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

- 2022-06-21: Revised Plan for Tasks of the Executive Management, Board Meetings, etc., 2023
- 2022-05-25: Information on Accounts of the ITU as per March 31, 2022
- 2022-05-23: Strategic Framework Contract 2022-2025 Signed by the Minister
- 2022-05-16: Re-appointment of Kristine Stenhuus for the ITU Board

Item 13: Any Other Business

Item 14: The Board´s 15 Minutes

For board members only.

Yours sincerely,

Gitte Gramstrup
Assistant to the Executive Management

Enclosure 1

Accounts of the IT University of Copenhagen, as per June 30, 2022

This report presents the second quarter actual accounts and the revised forecast of June 30, 2022, including a cash flow forecast and revised assumptions and uncertainties.

Table 1: Overview of income, costs and equity

Financial items (KDKK)	Budget 2022	FCST 2022 April	FCST 2022 July
Income	395.669	394.189	394.008
Personnel costs	-271.223	-271.712	-273.752
Other operating costs	-134.138	-132.169	-129.986
Profit from ordinary operations	-9.692	-9.692	-9.730
Financial income and costs	909	909	-7.231
Profit, year-end	-8.783	-8.783	-16.961
Equity, end-year*	70.887	77.668	69.490
Equity/income ratio	0,18	0,20	0,18
*Equity, end-year in Budget 2022 are based on Accounts as per October 31 2021. While Equity, end-year in April and July Forecast 2022 are based on actual accounts as per December 31 2021.			

Table 1 shows an overview of income, costs and equity. Executive Management expects the year-end result to decrease from DKK -8.8 M to DKK -17.0 M compared to Budget 2022 and April forecast.

While ordinary operations remain on budget, the return on the securities portfolio is very negative due to events around the world beyond our control.

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

Table 2: Staff forecast

Staff Forecast (FTE)	FCST 2022 April	Change	FCST 2022 July
Researchers, senior	82,6	2,5	85,0
Researchers	61,4	-3,4	58,0
Researchers, external funding	96,6	-2,5	94,1
Academic staff, full-time	240,6	-3,4	237,1
External lecturers	9,4	0,6	10,0
Other part-time teachers and external examiners	39,9	0,0	39,9
Academic staff, part-time	49,3	0,6	49,9
Academic staff	289,9	-2,9	287,0
Administrative staff	174,8	2,2	177,0
Administrative staff, external funding	10,3	1,6	11,9
Administrative staff	185,1	3,8	188,9
Staff total	475,0	0,9	475,9
Administrative/academic staff ratio	0,64	0,02	0,66

Table 2 shows the forecast on staff. Compared to April forecast, department heads expect minor adjustments to the faculty staff. The increase in administrative staff is due to a high level of parental leave equivalent to 10 FTEs, higher than the estimated reserve for substitute staff equivalent to 4 FTEs. Thus, permanent administrative staff remains unchanged.

Based on data from the previous year, we have changed the distribution of staff externally funded, both researchers and administrative staff.

The forecast shows the administrative/academic staff ratio is well below the sector average of 0.75 FTE, all staff included.

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. In general, the estimate per June 30 is equal to 2/4 of Forecast July. We elaborate on significant deviations and changes for budget items in the following sections.

Table 3: Break down of income and costs

Budget items (DKK)	Estimate per Jun 30	Actual per Jun 30	Deviation per Jun 30	FCST 2022 April	Change	FCST 2022 July
Study activity grants and tuition fees	76.148	76.148	0	149.694	2.601	152.295
Education, base grants	17.058	17.058	0	34.115	0	34.115
Research, base grants	67.769	67.769	0	135.537	0	135.537
Other government grants	-5.313	-5.313	0	-10.626	0	-10.626
External research grants	35.103	34.107	-996	70.205	0	70.205
External grants other	1.276	1.465	189	2.952	-401	2.551
Facilities subleasing	1.537	1.482	-55	3.550	-476	3.074
Other income Academic departments	437	864	427	718	156	874
Other income Administrative departments	2.992	3.241	249	8.044	-2.061	5.983
Income	197.004	196.818	-186	394.189	-181	394.008
Personnel costs	24.572	22.952	-1.620	49.144	0	49.144
Other operating costs	3.511	5.055	1.544	7.021	0	7.021
External research	28.083	28.007	-76	56.165	0	56.165
Personnel costs	62.320	65.032	2.712	122.676	1.963	124.639
Other operating costs	6.875	4.360	-2.515	14.120	-370	13.750
Academic departments	69.195	69.392	197	136.796	1.593	138.389
Personnel costs	49.985	48.700	-1.285	99.892	77	99.969
Other operating costs	23.450	21.680	-1.770	48.442	-1.543	46.899
Administrative departments	73.434	70.379	-3.055	148.334	-1.466	146.868
Building	30.358	29.145	-1.213	60.715	0	60.715
Management pools	0	0	0	1.871	-270	1.601
Ordinary operating net costs	201.069	196.923	-4.146	403.881	-143	403.738
Profit from ordinary operations	-4.065	-104	3.960	-9.692	-38	-9.730
Financial income and costs	-3.615	-7.231	-3.615	909	-8.140	-7.231
Profit	-7.680	-7.335	345	-8.783	-8.178	-16.961

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

Administrative departments consist of costs regarding Student Affairs and Programmes, 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 (+2.6 M)

Actual income follows the estimate per June 30. The new forecast is DKK 2.6 M above April forecast.

As we show in table 4, we expect income from study activity to increase with DKK 2.6 M, corresponding to an increase in study activity of both MSc and BSc students.

Comparing the total amount of student FTEs estimated in August to the estimate from April shows an increase of approximately 43 student FTEs in the expected FTEs earning in 2022 from full-time studies.

A common development across the four study programmes is that the drop-out rate in the second semester does not appear to be as high as expected in April. Furthermore, there have been a higher student FTEs earning on the fourth semester than expected.

Approximately 96 per cent of the estimated student FTEs in 2022 are already earned. However, there is still uncertainty about the last 4 per cent that concerns planned exams for summer school courses and planned reexams in August 2022.

Table 4: Study activity forecast

Study Activity Forecast	FCST April 2022		Change		FCST July 2022	
	units	KDKK	units	KDKK	units	KDKK
Students, BSc	868	59.378	8	554	876	59.932
Students, MSc	889	60.780	35	2.367	923	63.147
Students, guests and foreign scholarship students	42	3.796	-0	-65	42	3.731
Students, full-time (FTE)	1.799	123.954	43	2.856	1.841	126.810
Students, part-time (FTE)	49	11.270	-2	-644	47	10.626
Employment bonus	100%	6.816	0%	164	100%	6.980
Excess study time bonus	100%	6.816	0%	164	100%	6.980
Quality		-0		-0		-0
Bonuses		13.632		328		13.960
Other student activity		838		61		899
Total income from study activity		149.694		2.601		152.295

Base grants and other government grants

Actual income from base grants and other government grants follows the estimate of as per June 30. July forecast on base grants and other government grants is unchanged.

External research grants

Actual income is below the estimate as per June 30 by DKK 1.0 M. As in previous years, we expect activities to pick up, during the second half of the year. 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.

External grants other (-0.4 M)

Actual income follows the estimate as per June 30. The forecast has been adjusted slightly downwards by DKK 0.4 M.

Facilities subleasing (-0.5 M)

Actual income from facilities subleasing follows the estimate as per June 30. In Budget 2022 we included a vacancy of 34 pct. For the April forecast we adjusted the vacancy to 64 pct., as we do not expect to be able to sublease as estimated this year. This adjustment is equivalent to an adjustment of the April forecast of DKK 3.0 M. For the July forecast, we have adjusted the forecast to include a vacancy of 69 pct. This is equivalent to an adjustment in the forecast of DKK 0.5 M. We are currently exploring subleasing opportunities and consults local real estate agencies.

Other income from Academic departments (+0.2 M)

Actual income is above the estimate as per June 30 by DKK 0.4 M, thus the forecast has been adjusted slightly.

Other income from Administrative departments (-2.1 M)

Income from Administrative departments is slightly above the estimate as per June 30 by DKK 0.2 M. However, ITU Professional Courses is not expanding as fast as expected in 2022. Thus, we adjust the expected turnover downwards to DKK 2.5 M. Despite the downward adjustment, we still expect a slight increase in turnover compared to 2021.

External research spending

The forecast has not been adjusted as the External Research Grants stays unchanged.

Actual personnel costs are below the estimate as per June 30 by DKK 1.6 M. As in previous years, we expect spending to pick up later in the year.

Actual other operating costs are above the estimate as per June 30 by DKK 1.5 M. The first two quarters shows increased operating cost compared to previous years. Most likely spending will slow down during the autumn. We expect it will align to the usual level during the third and fourth quarter.

Finance estimates an average overhead contribution of 25 percent.

Academic departments (+1.6 M)

The actual personnel cost is above the estimate as per June 30 by DKK 2.7 M.

We base the personnel forecast from June on the hiring plans from the departments. In previous years, the hiring plans from the department heads tend to be optimistic, thus we include a general write-down in the annual budget. However, this year the hiring plans indicate departments will use their full budget. Thus, we cancel the general write-down, which increases the personnel costs by DKK 1.9 M.

The actual costs for other operations are below the estimate as per June 30 by DKK 2.5 M. As in previous years, we expect activities will pick up during the rest of the year.

Administrative departments (+0.1 M)

The actual personnel cost is below the estimate as per June 30 by DKK 1.3 M. As referred to in the text below table 2 we have an increase in parental leave, which increase personnel costs for substitutes. At the same time, we have adjusted the level of external funding of administrative personnel upwards to the same proportionate level as previous years.

The actual cost for other operations is lower than the estimate as per June 30 by DKK 1.8 M. We expect costs to pick up later. The forecast is adjusted downwards as we do not expect to spend the full budget for external assistance.

Building

Actual costs are below the estimate as per June 30 by DKK 1.2 M. We expect costs to pick up during the second and third quarter, as most building maintenance goes on during the summer period. The forecast is unchanged.

Management pools (-0.3 M)

Management pools have decreased by DKK 0.3 M which reflects transfers from management pools to other budget items, to support strategic actions and improved governance of a larger organization.

Financial income and costs (-8.1 M)

Financial income is below the estimate as per March 31 by DKK 3.6 M. The forecast is set at the current and very negative return of the securities portfolio. The capital markets are very volatile, and the return may still fluctuate significantly.

The total securities portfolio amounts to DKK 118 M with a varied return each year depending on the capital markets. ITU invests excess cash holdings in securities to gain a return that matches the inflation rates. I.e., cash loses its purchasing power over time. In compliance with the University Act, ITU exercises a prudent investment policy, investing in low-risk securities for the most part. ITU has sufficient cash holdings to handle operations for the upcoming years, without having to cash out securities at an unfavourable time.

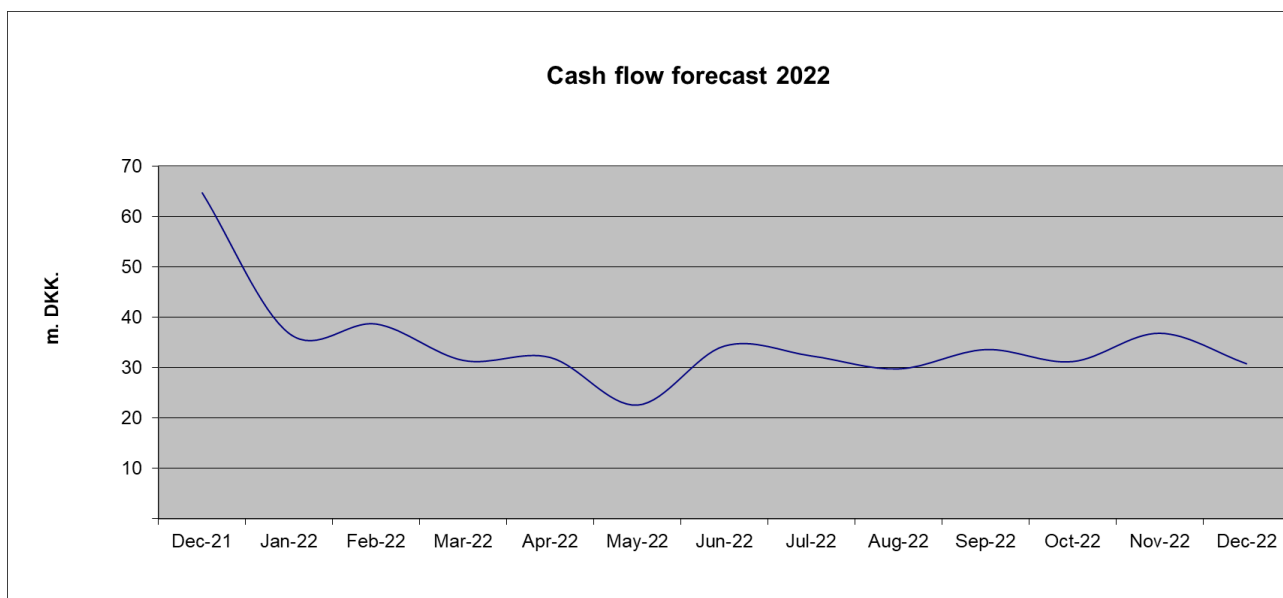
Return on investment		2017	2018	2019	2020	2021
Investment portfolio as of 01.01	TDKK	109.104	112.256	110.667	114.825	118.199
Danske Capital return	Percent	3,0%	-1,3%	3,9%	1,8%	1,8%
	TDKK	3.321	-1.460	4.288	2.110	2.098

Cash flow forecast

The cash flow forecast below shows cash holdings to be positive throughout the year 2022. Mainly, this is due to the monthly instalments of government grants and tuition.

The cash flow starts with DKK 64 M and peaks low specially in January due to the payment of provision for holiday pay DKK 19 M, and total pension DKK 4 M. Cash flow also peaks low in March, May, August, and October due to the quarterly payments of rent. In August, also property taxes are due. Hereafter the cash flow has a stable development, and at the end of the year, cash holdings are expected to amount to DKK 31 M.

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.



Uncertainties

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

The capital markets are somewhat volatile, and the actual bond prices during the year might significantly influence the year-end result. We have included the current and very negative return on securities in the forecast. It is uncertain whether this is going to continue and if so, for how long.

Enclosure 2

Follow-up on focal Strategic Targets for 2022

The report stated in the chart below represents the results as of 31. August 2022.

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
T3	In 2022, at least 20 PhD students will be admitted at the IT University.	<p>As of 15 August, 10 PhD students have been admitted in 2022 at the IT University.</p> <p>The target is likely to be achieved.</p> <p>There will be a follow-up after third quarter 2022.</p>	
T6	In 2022, a plan is developed to support that the IT University in the future can admit at least 30 per cent female students on the BSc study programmes.	<p>In 2022, 38 per cent of the offered BSc study places at the IT University are offered to female applicants.</p> <p>The plan will be developed and finalised before the end of 2022.</p> <p>The target is expected to be achieved in 2022.</p> <p>There will be a follow-up after third quarter 2022.</p>	

T7	In 2022, a plan is developed to support that the IT University in the future can maintain a dropout rate after the first year of study of at most 20 per cent among female students on the BSc study programmes.	<p>For the Study Programme Bachelor in Software Development the plan includes:</p> <ul style="list-style-type: none"> - A co-head of studies has been appointed. - A reform of the first semester Introductory Programming course has been initiated and will be implemented already in Fall 2022. <p>The target is expected to be achieved in 2022.</p> <p>There will be a follow-up after third quarter 2022.</p>	
T8	In 2022, for MSc study programmes at the IT University the average of graduate unemployment measured fourth to seventh quarter after the graduation of MSc graduates from the IT University in 2019 is less than the corresponding unemployment for all MSc graduates from Danish universities.	<p>In 2022, the average of graduate unemployment measured fourth to seventh quarter after the graduation of MSc graduates from the IT University in 2019 is 10.1 per cent. The average of MSc unemployment is 13.3 per cent measured fourth to seventh quarter after the graduation of all MSc graduates from Danish universities.</p> <p>The target is achieved in 2022.</p>	
T13	In 2022, an interdisciplinary green research center will be established by Department of Digital Design, Department of Business IT and Department of Computer Science.	<p>The final basis for the establishment of the center is not yet fully in place.</p> <p>There is still an opportunity to achieve the target.</p> <p>There will be a follow-up after third quarter 2022.</p>	

T14	A Green Competence Profile is included in the Programme-Specific Employers' Panels Employability Profiles for at least a third of the study programmes in 2022.	<p>The study programmes in the Business IT Department have been chosen to be the first study programmes at the IT University to include a Green Competence Profile in their Employability Profiles. The inclusion will be approved at the Programme-Specific Employer's Panel meetings in October 2022.</p> <p>The target is expected to be achieved in 2022.</p> <p>There will be a follow-up after third quarter 2022.</p>	
T15	In 2022, the IT University will run a process with the purpose of defining a method/plan for increasing collaboration with partners outside academia.	<p>The process has been initiated and two meetings have been held with the Research Committee at the IT University. The final meetings are about to be planned and then the plan is expected to be finalised.</p> <p>The target is expected to be achieved in 2022.</p> <p>There will be a follow-up after third quarter 2022.</p>	

T18	The IT University continue initiatives in relation to improving study well-being and an inclusive learning environment with special focus on the first year of study.	<p>In 2022, the following new activities have been carried out to improve a thriving and inclusive learning environment with special focus on the first year of study:</p> <p>1) In addition to the physical study start, a new digital study start with focus on the transition to becoming a student, learning communities, study techniques and motivation.</p> <p>2) Student tutors have received training in planning an inclusive study start, ensuring activities that applies to a diverse student body.</p> <p>The target is expected to be achieved in 2022.</p> <p>There will be a follow-up after third quarter 2022.</p>	
T22	In 2022, the Research Data Management Project regarding handling and management of Research Data is defined and described.	<p>A cross-departmental working group has been established at the IT University, and visits have been made to another university's research data management experts. A job as Research Data Management Admin has been announced and the person hired will help formulating a project description and a roadmap towards a Research Data Management Strategy.</p> <p>The target is expected to be achieved in 2022.</p> <p>There will be a follow-up after third quarter 2022.</p>	

Enclosure 3

Framework Budget 2023 - 2026

This presentation concerns the ITU Framework Budget for 2023-2026.

Summary

The Framework Budget shows a negative result of DKK 1.6 M in 2023 and an accumulated positive result of DKK 3.5 M throughout the four-year period. In 2026, the equity/income-ratio is equal to the preferred level of 0.18.

The Framework Budget includes a management pool of DKK 5.0 M in 2023 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 2023. We will present the Budget Proposal for 2023 at the Board meeting on 10 November 2022.

General assumptions

In general, we assume the Budget Proposal Act for 2023 (FFL 2023), presented by the Government on 31 August 2022, is passed by Parliament without substantial changes regarding the university.

Furthermore, we base the Framework Budget on equity at the end of 2022 as expected in the accounts as per June 2022 from August 2022.

We regulate government grants with a +3.9 pct. average price/wage inflator, as stated in the Budget proposal act. We regulate personnel costs and other operating costs with +2.7 pct. and +1.8 pct. in 2023, respectively. The inflators regarding 2024 to 2026 are set at the 2023 level.

Equity and equity/income ratio

Table 1 shows equity and the equity/income ratio. Note that the equity end-year 2022 is based on 2nd quarter forecast 2022. In 2026 the equity ratio is equal to the preferred level of 0.18.

Table 1: Equity

Budget items (KDKK)	Forecast 2022 Q2	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026
Equity, end-year*	69.490	67.864	69.971	71.124	72.986
Equity/income ratio	0,18	0,17	0,17	0,18	0,18

*Equity end-year 2022 is adjusted according to the estimated profit of DKK -17 M from the quarterly accounts per june 30

Table 2: Staff forecast

Staff Forecast (FTE)	Budget 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026
Researchers, senior	84,0	87,4	89,2	91,2	91,2
Researchers	53,0	45,3	40,1	34,9	34,9
Researchers, external funding	90,9	95,6	90,6	87,7	88,3
Academic staff, full-time	227,9	228,3	219,9	213,8	214,4
External lecturers	19,3	17,7	17,5	17,5	17,6
Other part-time teachers and external examiners	39,9	37,7	37,3	37,1	37,4
Academic staff, part-time	59,2	55,4	54,8	54,6	55,0
Academic staff	287,1	283,7	274,7	268,4	269,4
Administrative staff	174,9	178,0	176,1	176,1	176,1
Administrative staff, external funding	6,0	13,2	13,0	12,9	12,9
Administrative staff	180,9	191,2	189,1	189,0	189,0
Staff total	468,0	474,9	463,8	457,4	458,4
Administrative/academic staff ratio	0,63	0,67	0,69	0,70	0,70

As shown in table 2, staff has increased in 2023 compared to Budget 2022 and decreases slightly onwards. The decrease is mainly attributed to the academic staff, where the departments are adjusting faculty to the budget reduction of DKK 6.0 M, decided last year, and the slight decline due to temporary education grants (STEM and COVID-19). Furthermore, we adjust the number of externally funded researchers to the expected spending of external funds as shown in table 3.

The administrative staff forecast is below the average of the Danish university sector and an administrative/academic staff ratio of 0.75 (2020-level) throughout the period and reaches a fair level of 0.70. We expect personnel costs for administrative staff equivalent of 13.2 FTEs in 2023, 13.0 FTEs in 2024 and 12.9 FTEs in 2025 and onwards are covered by grants or commercial activities.

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.

Income and costs

In table 3, we show income and costs for the next four years. We elaborate on assumptions about income and costs in the sections below.

Table 3: Framework Budget 2023-2026

Budget items (KDKK)	Budget 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026
Study activity grants and tuition fees	151.481	156.032	154.511	151.909	152.814
Education, base grants	34.115	34.494	34.491	34.488	34.488
Research, base grants	135.537	141.355	142.413	142.423	142.423
Other government grants	-10.622	-16.905	-16.910	-16.915	-16.915
External research grants	68.094	75.214	71.398	69.231	69.635
Facilities subleasing	6.550	8.200	9.733	9.733	9.733
Other commercial activities and grants	10.714	10.966	11.148	13.266	13.266
Income	395.869	409.355	406.783	404.135	405.444
Personnel costs	46.741	52.650	49.979	48.462	48.745
Other operating costs	8.236	7.521	7.140	6.923	6.964
External research	54.977	60.171	57.119	55.385	55.709
Personnel costs	122.405	121.829	119.832	118.792	118.994
Other operating costs	13.803	13.300	10.975	10.857	10.857
Academic departments	136.208	135.129	130.807	129.649	129.851
Personnel costs	102.077	103.867	103.100	104.592	104.679
Other operating costs	46.454	45.919	47.759	47.465	47.453
Administrative departments	148.531	149.786	150.859	152.057	152.132
Building	60.645	61.805	61.800	61.800	61.800
Management pools	5.000	5.000	5.000	5.000	5.000
Ordinary operating net costs	405.361	411.890	405.585	403.891	404.492
Profit from ordinary operations	-9.492	-2.536	1.198	245	952
Financial income and costs	909	909	909	909	909
Profit	-8.583	-1.627	2.107	1.154	1.861

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 6.

Table 4: Student activity forecast

Study Activity Forecast	Budget 2022		Forecast 2023		Forecast 2024		Forecast 2025		Forecast 2026	
	units	KDKK	units	KDKK	units	KDKK	units	KDKK	units	KDKK
Students, BSc	877	59.973	858	58.660	826	56.478	799	54.638	806	55.144
Students, MSc	909	62.148	902	61.704	911	62.299	927	63.434	932	63.721
Students, guests	26	1.778	30	2.052	30	2.052	30	2.052	30	2.052
Students, foreign scholarships	7	1.503	8	1.728	8	1.728	8	1.728	8	1.728
Students, full-time (FTE)	1.818	125.402	1.798	124.144	1.775	122.557	1.764	121.852	1.776	122.645
Students, part-time (FTE)	50	11.361	50	11.276	53	11.575	54	11.452	54	11.452
Employment bonus	85%	6.889	100%	6.806	100%	6.718	76%	5.081	76%	5.115
Excess study time bonus	100%	6.889	100%	6.806	100%	6.718	100%	6.679	100%	6.723
Bonuses		13.778		13.612		13.436		11.760		11.838
Other student activity		940		1.143		1.143		1.143		1.143
Total income from study activity		151.481		150.175		148.711		146.207		147.078

The study activity forecast regarding BSc students is on a slight decline throughout the period. This is due to the temporary increase in admission funded by government pools STEM and COVID-19. Furthermore, it seems more applicants than usual turn down the offer to study at ITU this year, temporarily affecting the forecast downwards.

Table 5: Student admission forecast

Admission (Number of students)	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Forecast 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026
B-SWU	147	149	162	195	163	154	160	160	160	160
B-DDIT	63	59	62	55	59	59	59	59	59	59
B-GBI	67	69	72	95	95	63	60	60	60	60
B-DS	56	64	68	88	79	67	80	80	80	80
BSc	333	341	364	433	396	343	359	359	359	359
K-DDIT	145	139	139	133	106	117	115	115	115	115
K-DIM	132	159	129	128	136	130	130	130	130	130
K-SD	0	79	107	145	120	105	120	120	120	120
K-DS	0	0	0	0	37	39	30	30	30	30
K-CS	0	91	80	87	96	85	102	102	102	102
K-GAMES	61	49	52	43	55	40	50	50	50	50
MSc	338	517	507	536	550	516	547	547	547	547
M-ILM	48	40	42	41	24	34	40	40	40	40
Master	48	40	42	41	24	34	40	40	40	40
Total	719	898	913	1010	970	893	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)	2022 p/w 2023	2023 p/w 2023	2024 p/w 2023	2025 p/w 2023	2026 p/w 2023
Government Grant, BSc (FTE)	71.000	71.000	71.000	71.000	71.000
Government Grant, MSc (FTE)	71.000	71.000	71.000	71.000	71.000
Government Grant, Guest students (FTE)	71.000	71.000	71.000	71.000	71.000
Employment rate target	95,0%			95,0%	95,0%
Excess study time target months	4,1	4,1	4,1	4,1	4,1
Government Grant, part-time ILM (FTE)	30.600	30.600	30.600	30.600	30.600
Tuition fee, part-time students	85.000	85.000	85.000	85.000	85.000

Table 6 shows the student activity rates from the Budget Proposal Act for 2023.

Please notice, there is no employment rate target in 2023 and 2024. The employment bonus is set at 100 pct. as shown in table 4 due to a government decision to nullify any negative COVID-19 effects on employment rates.

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 16.9 M in 2023 and onwards.

The negative grant of DKK 16.9 M is a result of the SEA reform implemented in 2020 which lowered the rent on state buildings such as Rued 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 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 shows a significant increase in Forecast 2023 from Budget 2022. Due to the high success in taking home awards in recent years, the forecast shows external grants will increase to DKK 75.2 M in 2023 and DKK 71.4 M in 2024.

As in previous years we expect an average overhead contribution of 25 pct. for administration and infrastructure. Furthermore, we expect 4.5 pct. of the personnel costs regarding externally funded research to cover administrative personnel costs. In comparison, the expected average overhead cost is 57 pct.

Other commercial activities and grants

Other income from administrative departments increases from 2025 and onwards, as we expect an increase in activities from ITU Professional courses from DKK 4.6 M in 2023 to DKK 8.2 M in 2025.

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 of teaching efficiency, measured as ECTS per teaching FTE. In 2023 we use 1,567 ECTS per teaching FTE. As study activity slightly drops throughout the period (table 4), 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 academic staff, and we assume that they will use 98 pct. in 2023 and onwards.

Most importantly, from 2023 personnel costs decrease, as we have included a budget reduction of DKK 6.0 M per year as decided last year.

Administrative departments

Administrative departments consist of costs regarding Student Affairs and Programmes, 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 reserves upon requests and within the average of the Danish university sector administrative/academic staff ratio of 0.75.

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.

Management pools

The management pools will be DKK 5.0 M each year from 2023 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 investment 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.

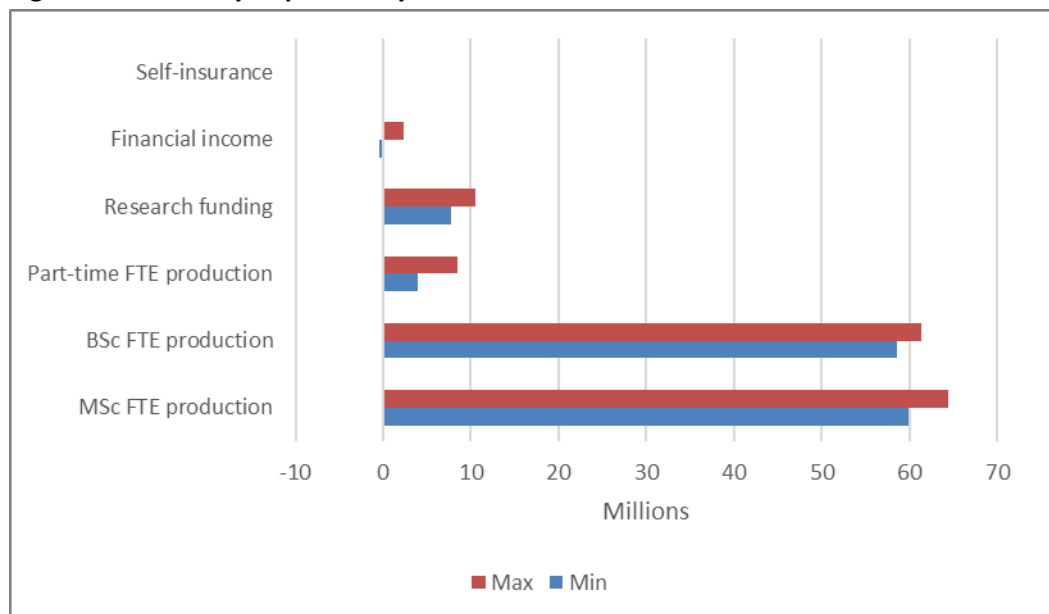
Uncertainties regarding the Framework Budget

The ordinary operating uncertainties, which could affect the Framework Budget, includes production of full-time and part-time student FTEs, external research funding, self-insurance, financial income, Government regulation and educational reforms.

A simulation of ordinary operating uncertainties indicates that the probability of the actual result being at least DKK 3.2 M less than the budgeted result of DKK -1.6 M is approx. 20 pct. Equally, the probability of the actual result being at least DKK 3.1 M more than the budgeted result of DKK -1.6 M is approx. 20 pct.

With the risk of fluctuations into consideration, the red bar in figure 1 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.

The simulation is described in more detail in the confidential appendix "Uncertainties related to framework budget 2023".

Figure 1: 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.

Securities portfolio

Return on the securities portfolio may fluctuate significantly due to the world situation. Historically the return has fluctuated between DKK -1.5 M and 4.3 M with an average of DKK 2.1 M per year.

We include a modest return on securities of DKK 0.9 M as in previous years.

Energy prices

Energy prices, especially electricity, have risen significantly during 2022 and seem unlikely to drop soon.

Market professionals are reluctant to offer estimates of future energy prices. An estimate based on the current market prices shows electricity may rise 136 pct. compared to 2021 and 28 pct. compared to 2022.

Currently the market shows no indication of rising heat and water prices.

The total budget for electricity, heat and water is DKK 6.1 M throughout the period, which corresponds to the price level and expected consumption of 2022. Furthermore, we have added a provision for the higher electricity prices in the Framework Budget throughout the period.

Inflation rates

The ministry of Finance expects an inflation rate of 3.3 pct. in 2023 according to its economic statement from August. The financial sector in Denmark supports a predicted inflation level of 3-4 pct. in 2023.

The inflation level of July 2022 is 7.9 pct. according to Statistics Denmark.

In general, the ministry of Finance adjusts government grants to the actual inflation of previous years in the Finance act. In the unlikely event of an inflation rate of 7.9 pct. throughout 2023 and the ministry of Finance does not adjust government grants accordingly, the IT-University will experience a rise in net cost per year of DKK 7 M for operating costs such as rent, maintenance, equipment, and services.

We do not include provisions for an extra ordinary high inflation rate in the Framework Budget.

Enclosure 4

ITU Student Admission 2022

BSc admission 2022

Applications

The covid19 years 2020 and 2021 have been special years with very high number of applications. ITU had 15% increase for 1st priority applications from 2019 to 2020 and 6% increase from 2020 to 2021. For comparison, the total for all Danish universities was a decrease (-2%) from 2020-2021.

From 2021 to 2022 ITU has a 9,7% decrease, which equals the decrease for all Danish universities (-9%).

From 2019 to 2022 ITU has a 10% increase compared to -4% for all Danish universities.

BSc Programme	Applications 2019 (1st priority)	Applications 2020 (1st priority)	Applications 2021 (1st priority)	Applications 2022 (1st priority)
Software Development	302	325	311	255
Digital Design & Interactive Technologies	148	119	141	96
Global Business Informatics	121	120	107	119
Data Science*	90	199	246	257
Total	661	763	805	727

*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 Government provided more funding to increase the admission on STEM programmes in 2020 only. The Government also provided funding to increase the admission in 2020 and 2021, due to Covid-19, as many young people had to give up their gap year(s). From 2022 there is no further funding for STEM or due to covid-19.

BSc Programme	Offer of Admission 2019	Offer of Admission 2020	Offer of Admission 2021	Offer of Admission 2022	Budget 2022 (1st October)
Software Development	176	222	180	176	160
Digital Design & Interactive Technologies	66	64	66	69	59
Global Business Informatics	80	108	111	70	60
Data Science	78	110	100	101	80
Total	400	504	457	416	359

Grade Point Average and Gender Distribution

Statistics for applicants offered admission.

BSc Programme	Grade Point Average (quota 1)	Men %	Women %
Software Development	7,9	80%	20%
Digital Design & Interactive Technologies	8,0	41%	59%
Global Business Informatics	8,0	47%	53%
Data Science	8,8	57%	43%

Total		62%	38%
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MSc admission 2022

Applications

MSc Programme	All applications 2019	All applications 2020*	All applications 2021	All applications 2022
Digital Innovation & Management	277	289	342	267
Digital Design & Interactive Technologies	215	223	244	230
Software Design	389	413	385	349
Computer Science	240	259	253	232
Games	164	147	155	145
Data Science	-	-	151	174
Total	1285	1331	1530	1397

*MSc application deadline was 1st March 2020, so just before covid lock down.

Budget and Offer of Admission

MSc Programme	Offer of Admission 2019	Offer of Admission 2020	Offer of Admission 2021	Offer of Admission 2022	Budget 2022 (1st October)
Digital Innovation & Management	178	175	178	177	130
Digital Design & Interactive Technologies	158	156	135	145	115
Software Design	142	181	168	169	120
Computer Science	140	150	155	151	102
Games	64	64	73	68	50
Data Science	-	-	63	72	30
Total	682	726	772	782	547

Gender Distribution

Statistics for applicants offered admission.

MSc Programme	Men %	Women %
Digital Innovation & Management	48%	52%
Digital Design & Interactive Technologies	30%	70%
Software Design	57%	43%
Computer Science	87%	13%
Games	75%	25%
Data Science	71%	29%
Total	59%	41%

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 besluttet 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, kontaklinformation)
- valgeregler
- 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

Journalnr.: 021-0003

Rules of Procedure
The Board
IT University of Copenhagen (ITU)

§ 1 Authority of the Rules of Procedure

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

§ 2 Age limit

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

§ 3 Training of Board Members

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

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

§ 4 Information about incapacity

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

§ 5 Numbers and summons of Board Meetings

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

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

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

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

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

§ 6 Agenda

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

- Ss. 2 At every Board Meeting, the agenda must contain at least the following items:
1. Final approval of minutes from the previous meeting
 2. Briefing by the Vice Chancellor
 3. Follow-up on accounts
 4. Any Other Business
- Ss. 3 Items, which a Member of the Board wishes to be discussed at a future meeting, are sent in writing to the Vice Chancellor, at the latest, 8 days previous to the Vice Chancellor's pre-meeting with the Chairman of the Board. This pre-meeting takes place when proposals for the agenda and the Vice Chancellor's comments on the agenda are worked out, so that a final agenda can be sent out to the Members of the Board, with a minimum of 8 days previous to the Board Meeting.
- Ss. 4 The Vice Chancellor is under obligation to include all suggestions in writing received in time for the agenda in the material that the Vice Chancellor sends to the Chairman of the Board, previous to the meeting mentioned in subsection 3.
- Ss. 5 Matters, which the Vice Chancellor lays before the Board, ought to be finalized to the point, that only requires the Board to take a stand. In case of doubt, it is for the Board to decide which cases to consider.
- Ss. 6 The Chairman of the Board decides in concert with the Vice Chancellor which matters are considered as Confidential Information, cf. § 9. Until the

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

§ 7 Board Meetings

The Board Meetings are managed by the Chairman.

- Ss. 2 As starting point, the Board Meetings take place at the IT University's address, but can take place elsewhere, if the Chairman decides so.
- Ss. 3 Board Meetings are conducted in English, if at least one participant does not speak Danish; otherwise in Danish. Written material prepared in-house and enclosed for use at Board Meetings must be in English. This includes the agenda, the Vice Chancellor's comments on the items of the agenda, and all enclosures prepared in-house after October 1st, 2011. Enclosures that are not authored at the University or are written before October 1st, 2011, may be in Danish. As from October 1st, 2011, minutes from the meetings will be in English only. In accordance with the language policy of the University, translation of documents from Danish into English and English into Danish should be avoided; documents should exist in English or Danish, not in both Danish and English.
- Ss. 4 Regrets for a summoned meeting are communicated immediately to the Vice Chancellor.
- Ss. 5 The Board Meetings are public. However, the Board can decide that a matter is considered behind closed doors if the character of the matter requires this, cf. § 8 in the regulations of the IT University of Copenhagen.
- Ss. 6 In case of the Chairman is prevented from attending or being disqualified, the Deputy Chairman, if such is appointed, manages the Chairman's job according to regulations and rules of procedure, and the authorities and duties given to the Chairman in regulations and rules of procedure.
- Ss. 7 A Board Member, who is disqualified in relation to a matter considered by the Board, has a duty to immediately inform the Board about this. The Board decides whether the Member can join the consideration of the matter in question, or not.
- Ss. 8 The Board forms a quorum when at least four Members and the Chairman are present. The Board decides on a matter by simple majority of votes and

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

- Ss. 9 The Board can make decisions by voting in writing, however not on those matters to which a decision demands that at least five Members of the Board and the Chairman vote in favor for.
- Ss 10 A Board Member, who is prevented from being present at a Board Meeting, can vote by written authority.
- Ss. 11 At a Board Meeting, a majority of the Board Members can decide to change the Chairman of the Board's and the Vice Chancellor's decision on handling information as Confidential Information, so that this information or a summary of this is handled as Public Available Information, cf. § 9.
- Ss. 12 The joint Board decides immediately after the discussion of a matter at a Board Meeting whether the total or parts of the minutes of the matter have to be Confidential Information, cf. § 9.
- Ss. 13 In very special cases and only at a Board Meeting, the Board can withdraw a decision made by the Board. Such a withdrawn decision is made public the usual way on the internet, with clear specification that it concerns a withdrawn decision. A withdrawn decision is not made public available, if it concerns Confidential Information, cf. § 9.

§ 8 Minutes

The minutes taker writes the resolution minutes with clear specification of

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

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

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

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

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

- Ss. 3 The minutes are formally approved as the first issue at the next Board Meeting.
- Ss. 4 Members of the Board, who have not been present at a Board Meeting, are obliged to acquaint themselves with the contents of the minutes from the relevant meeting.

§ 9 Openness

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

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

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

- Ss. 3 Public Available Information is information, which any member of the public has access to.
- Ss. 4 A document, for example, an agenda or minutes, can contain Confidential Information as well as Public Available Information. If such is the case, the document is considered as Confidential Information. In connection with the Confidential Information in the document is specified a short explanation. A Public Available version of the document must be worked out.
- Ss. 5 When a document contains Confidential Information, as well as Public Available Information, it must be clearly specified which parts of the information are confidential.
- Ss. 6 At the same time as the Agenda and the background material are sent to the Members of the Board, cf. § 6, ss. 3, the Public Available version of the material is made public at the University's webpage, cf. § 11, ss. 1.
- Ss. 7 Board Members are entitled to discuss Public Available Information with anyone who has an interest in this, also previous to the Board Meeting.

§ 10 Internal submissions

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

- Ss. 2 If Confidential Information in connection with an internal submission is made public to selected groups of students and employees, the Vice Chancellor must inform the representative for the University's researchers, the representative for the technical and administrative staff at the University, and the representatives for the University'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"

1) Does the ITU Board have the right size?

5	4	3	2	1
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments/suggestions:

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

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

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments/suggestions:

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

Comments:

Board Meetings

4) Is the material sent out before the meetings

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

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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: