

Executive Management  
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October 10, 2022

For the Members of the IT University Board

**Comments on the minutes are kindly asked to be given in writing to the Journal ([journalen@itu.dk](mailto:journalen@itu.dk)) on October 7, 2022, at the latest.**

If no objections have been received within the deadline, the minutes will be regarded as approved. Subsequently, decisions and initiatives will be effectuated, and the Publicly Available Information made public. The minutes are formally approved as the first item on the next Board meeting.

If objections of essential character are received within the deadline, the revised minutes will be sent out to the Members of the Board with a **further 8 days of deadline for objections**. If no further objections have been received within this deadline, the minutes will be made public. **In the case further objections are received within this deadline, the minutes will await approval at the next Board meeting before they are made public.**

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 the document and enclosures are Available Public Information.

## MINUTES

Board meeting, September 22, 2022, at 14:00 – 17:00
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### Present:

From the Board: Carsten Gomard, Lars Mathiesen, David Basin, Kristine Stenhuus, Christina Hvid, Mircea Lungu, Lou Nørgaard Rudd, Dagmar Bondo Kristiansen and Stefan Roy Friis Frederiksen.

From the Executive Management: Per Bruun Brockhoff, Jens Chr. Godskesen and Georg Dam Steffensen.

Others: Jannik Møller Søndergaard, ITU (item 6) and Lene Pries-Heje, ITU (item 11).

Regrets: None

The minutes taker:  
Gitte Gramstrup

## **Public items:**

### **1. Welcome to New Board Member and New Vice Chancellor (briefing)**

The Chairman of the Board gave a special welcome to the new board member, student Stefan Roy Friis Frederiksen, who substitutes for the rest of 2022 for Mikala Sofie Skoglund Thomsen, who graduated this summer and has left the board. He also welcomed the new Vice Chancellor Per Bruun Brockhoff to his first board meeting in his new position. Finally, the Chairman of the Board praised the good collaboration and spirit on the board and congratulated Kristine Stenhuus on her re-appointment and second period as external board member. There was a short presentation round.

### **2. Approval of the Minutes from the Previous Meeting (decision)**

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

#### ***Recommendation:***

*The Executive Management recommended that the minutes were approved.*

#### ***Conclusion:***

*The minutes were formally approved.*

### **3. News from ITU (briefing)**

The Chairman of the Board gave the word to Executive Management:

- Villum Kann Rasmussen Professor and Head of Danish Institute for IT Program Management Bent Flyvbjerg: Per Bruun Brockhoff gave a status on the first year, since this special professorship was announced to the board. On September 9, 2022, Bent Flyvbjerg gave his very successful and convincing inaugural lecture at ITU in a filled auditorium. The facilities for the institute are in place, more publications are coming up, a steering group is in place and will follow the project as planned. The ambition with the project is to examine why IT project management tends to err on time, cost and quality.

Dagmar Bondo Kristiansen inquired about Bent Flyvbjergs presence at ITU and what students can expect from him. Per Bruun Brockhoff informed that the plan is that Bent Flyvbjerg is going to be more present at ITU and he recommended to talk to the Computer Science Department about the possibility of a lecture for the students. On inquiry from Kristine Stenhuus, Executive Management confirmed that it is still a principle at ITU that all professors should teach.

Lars Mathiesen was of the opinion this is a chance for ITU to get more known in society and that ITU should benefit from it. The Chairman of the Board added that this grant is really something special. The subject of the project is of high interest in society, and the success potential is certainly there, so let us work on it!

- Current Political Situation: Georg Dam Steffensen informed that ITU this summer had to refuse a lot of applicants which is why Executive Management reaches out to and tries to meet with relevant political spokesmen to ensure that they are well informed of ITU and the need of our graduates in society. The message is that all qualified students applying at ITU should be admitted. The Chairman of the Board remarked that so far, Executive Management has done very well to make awareness among the politicians.

- Per Bruun Brockhoff mentioned a very recent article in Politiken on the follow-up on Uddannelsesreformen. A recommendation/proposal from the government is expected to come out next week. He sketched the expected content and answered questions from the board members. The Chairman of the Board expects a lot of "noise" around this.

- Sublet Possibilities Regarding Emil Holms Kanal, 5<sup>th</sup> Floor: Georg Dam Steffensen gave a status and informed that ITU has engaged with professional help to seek out a possible sublet of the 5<sup>th</sup> floor, Emil Holms Kanal. Despite the current difficult market, the estate agent is optimistic, due to the size and the location of the sublet. A potential sublet needs approval from the letter before a contract can be signed. On inquiry from Lars Mathiesen, Jens Chr. Godskesen confirmed that there has been contact with a specific company as potential sublet, but no agreement so far. There was a brief exchange of words about making Emil Holms Kanal attractive to everybody.

- Status on ITU Framework Contract 2022-2025: Jens Chr. Godskesen reminded that 2022 is different because the contract was not signed until May 19, 2022 and gave a brief status. The reporting process has been changed; we now report once a year instead of each quarter. In October will be the yearly meeting with the ministry.

#### **4. Half-year Accounts and Prediction for the Result of 2022 (briefing)**

The Chairman of the Board gave the word to Georg Dam Steffensen, who referred to enclosure 1 and elaborated on some elements. The external funding from administrative staff has increased, which is good. Naturally, the risk the rest of the

year is the financial crisis and the high inflation. He answered questions from the board members. The Chairman of the Board rounded the item by noting that things look fine.

## **5. Fulfilment of Strategic Contract Targets 2022 (discussion)**

The Chairman of the Board gave the word to Jens Chr. Godskesen, who referred to enclosure 2 and elaborated on the comments on the agenda. In essence, all the strategic targets are likely to be fulfilled. Regarding T7 (reduce the drop-out of female students on our most technical study programme), some initiatives are going on. Dagmar Bondo Kristiansen informed the feedback so far is very good. Regarding T15 (define a method for increasing collaboration with partners outside academia), Jens Chr. Godskesen stated that this is something ITU really wants to pursue and good people are working on it. He answered questions from the board members.

## **6. Framework Budget 2023 – 2026 (decision)**

The Chairman of the Board gave the word to Jannik Møller Søndergaard, Head of Finance, who referred to enclosure 3, elaborated on some elements and answered clarifying questions from the board members. The equity is sufficient to meet upcoming risks and opportunities and can be seen as our savings account. TAP/VIP ratio moves from 0.63 to 0.70 but is still below the national average. Regarding the key performance indicators ECTS/teaching FTE and TAP/VIP balance, ITU follows the sector average quite well, and to Jannik Møller Søndergaard being in the lower half is the right place to be, being a small university. The Chairman of the Board agreed to this.

There was a discussion on the distribution of senior researchers and (other/young) researcher numbers (table 2, top). Executive Management informed that the numbers in the forecast years are to be discussed with the Heads of Department. Christina Hvid found it strange to put numbers forward to the board that Executive Management does not agree on/have not been discussed yet.

The Chairman of the Board summed up the discussion and comments from the Board to be the following: 1. Executive Management is asked to ensure that ITU has space for and supports good, upcoming young researchers, and that any dismissals should be among those the individual department can do without and not be related to senior/not senior researcher.

There was a discussion on administrative/academic staff ratio (table 2, bottom) and the move from 0.63 in budget 2022 to 0.70 in forecast 2026. Georg Dam Steffensen informed that the board in November 2021 decided to have a ratio up to 0.70, which is what Executive Management is trying. Lars Mathiesen disagreed and remembered this differently. Georg Dam Steffensen stated that ITU does not hire staff not needed. The goal is to have the right staff to run the university in a safe and good manner.

Lou Nørgaard Rudd added that – in her opinion – some of the administrative departments are stressed and would only benefit from more hirings.

The Chairman of the Board summed up the comments like this: 2. The Board trusts that ITU hires staff, including administrative staff, according to the needs and goals of ITU.

Jannik Møller Søndergaard went through the specific operating risks. If the government makes financial changes, it will be necessary to make a new framework budget.

Regarding energy consumption, Kristine Stenhuus found the total spending interesting and necessary to plan on how to reduce. Georg Dam Steffensen informed that he and a group of people from Facilities Management etc., including Dagmar Bondo Kristiansen as representative from Student Council, is looking into this and making a catalogue of suggestions and taken the first steps to a plan. The goal is to reduce the energy consumption as much as possible. Dagmar Bondo Kristiansen supplied that students are invited to come up with ideas.

The Chairman of the Board rounded the item by suggesting an approval of the framework budget with the comments 1+2 above.

***Recommendation:***

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

***Conclusion:***

*With the comments 1+2 above, the Framework Budget 2022 – 2026 was unanimously approved by the Board.*

## **7. Actions Regarding Intake, Autumn 2022 (briefing)**

The Chairman of the Board gave the word to Per Bruun Brockhoff, who referred to and elaborated on enclosure 4.

## **8. Rules of Procedure Review (decision)**

The Chairman of the Board informed that this is a yearly exercise, warranted in ITU´s Rules of Procedure, § 13, subsection 2, and referred to the recommendation, since no necessary adjustments have appeared.

***Recommendation:***

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

**Conclusion:**

*The Board unanimously agreed to the recommendation and the Rules of Procedure, approved and signed on September 20, 2018, are kept unchanged.*

**9. The Board´s Self-evaluation 2022 (decision)**

The Chairman of the Board noted that this is a yearly evaluation and hoped that everybody will take time to fill in the questionnaire and be honest. He will be very open to any meetings, if needed. As previously, a self-evaluation questionnaire with the total answers will be made a confidential enclosure to the item on the agenda at the next meeting in November.

**Recommendation:**

*Based on the Self-evaluation Questionnaire, the following procedure was 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](mailto:carg@itu.dk) (with cc to [gigr@itu.dk](mailto: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.*

**Conclusion:**

*The Board unanimously agreed to the recommendation.*

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

First, the Chairman of the Board asked if the planned strategy seminar on June 8, 2023, could be changed to June 1, 2023, instead, due to an occurred problem for David Basin. There were no objections to have the strategy seminar on June 1, 2023.

Next, the Chairman of the Board wondered if the Board found it necessary to have a strategic discussion before the planned strategic seminar next June, since the usual

strategy seminar this June was cancelled. If yes, would it then be possible to extend the November board meeting from 13:00 to 18:00? There were no objections to the latter. It was not decided to have a strategic discussion or not at the next board meeting. Within the next week the board members will send suggestions to the Chairman of the Board or Executive Management if they have strategic subjects that need to be discussed at the next board meeting. The Chairman of the Board and Executive Management will then together decide if an extended board meeting on November 24, 2022, is necessary and what subjects are to be discussed.

Lars Mathiesen noted that at the next board meeting he would like to hear from Per Bruun Brockhoff what his thoughts and reflections are after the first three months as new Vice Chancellor.

**Recommendation:**

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

**Conclusion:**

*The Board decided to move the strategy seminar in 2023 to June 1<sup>st</sup>.*

*The Board agreed to extend the board meeting on November 24, 2022, to 13:00 – 18:00 if necessary. On Thursday, September 29, 2022, at the latest, the board members will send possible suggestions on strategic subjects that need to be discussed at the November meeting to the Chairman of the Board or Executive Management. Subsequently, the Chairman of the Board and Executive Management will decide if an extension of the board meeting in November is necessary and what strategic subjects to be discussed at the meeting.*

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

The Chairman of the Board stated that this is a very interesting subject and welcomed Head of Department Lene Pries-Heje, who gave 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. The recommendations on a new and strengthened approach to international research and innovative collaborations have caused lots of reactions and articles in the news. We are talking about a Danish/European shift; research collaborations have become more complex to navigate, and we have to re-think what free and open research is. There was an exchange on thoughts and opinions among the board members on a gentle “push back” to this, on not to compromise security and on concern regarding possible unwanted suspension towards colleagues or students from certain countries. Lots of questions need to be figured out. Kristine Stenhuus stressed the need to be cautious. Per Bruun Brockhoff informed

of a meeting with the ministry on September 23, 2022, on the subject. Lars Mathiesen mentioned the FET recommendations and new ones coming up in January 2023. The Chairman of the Board thanked Lene Pries-Heje for the presentation and rounded the item by stating that this is surely something to be discussed again at later meetings.

## **12. Questions Regarding Mail-delivered Briefings (briefing)**

The Chairman of the Board noted that there were no comments to the sent-out information.

## **13. Any Other Business**

There was an informal brief talk about the upcoming annual party at ITU – the first since 2019, due to the COVID-19 restrictions.

## **14. The Board´s 15 Minutes**

The Board had a free discussion without the presence of the Executive Management and the minutes taker.

Respectfully submitted,

Gitte Gramstrup  
Assistant to the Executive Management