For the Members of the Board

Executive Management
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Journal no.: 2021-3628

November 17, 2022

Confidential Items are marked in grey and are only for the Board´s own use. This applies to enclosures marked in grey as well.

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

Agenda for the IT University Board Meeting on Thursday, November 24, 2022, at 14:00 – 17:00, in room 3A20/28, IT University of Copenhagen, Rued Langgaards Vej 7, 2300 Copenhagen S

Public items:

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

2. News from ITU (briefing)
Enclosure 1: Brev af 28/9-22 fra Akkrediteringsrådet – Institutional Accreditation (in Danish only)
Enclosure 2: UFM´s opgørelse af ITU´s strategiske rammekontrakt 2028-2021 (in Danish only)

Confidential items:

3.

4.

Public items:

5. The Accounting of Third Quarter and the Prediction of the Result of the Year 2022 (briefing)
Enclosure 6: Accounts of the ITU as per September 30, 2022

6. Fulfilment of Strategic Contract Targets 2022 (discussion)
Enclosure 7: Follow-up on Focal Strategic Framework Contract Targets 2022 after Third Quarter

7. Strategic Activities for 2023 (briefing)
Enclosure 8: Strategic Activities 2023

8. The Budget 2023 (decision)
Enclosure 9: Budget Proposal 2023

9. Reflections After the First 85 Days as New Vice Chancellor (briefing)

Confidential item:

10.

Public items:

11. Possible Comments from the Board to "Bedre rammer for ledelse på universiteterne" – Questions from the Danish Agency for Higher Education and Science for Reflection (decision)
Enclosure 11: Appendix 1 to the Articles of Association of the IT University

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: Approval of the Minutes from the Previous Meeting (decision)
No comments to the minutes from the meeting on September 22, 2022, have been received.

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

Item 2: News from ITU (briefing)
- Positive Accreditation
  Enclosure 1: Brev af 28/9-22 fra Akkrediteringsrådet (in Danish only)
- The Ministry´s Making Up of Framework Contract 2018-2021
  Enclosure 2: UFM´s opgørelse af ITU´s strategiske rammekontrakt 2018-2021 (in Danish only)
- Status on Energy Saving Activities at ITU

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

Confidential items:

Item 3:

Item 4:

Public items:

Item 5: The Accounting of Third Quarter and the Prediction of the Result of the Year 2022 (briefing)
Enclosure 6: Accounts of the ITU as per September 30, 2022

We refer to the enclosure.

Item 6: Fulfilment of Strategic Contract Targets 2022 (discussion)
Enclosure 7: Follow-up on Focal Strategic Framework Contract Targets 2022 after Third Quarter

All strategic targets, but one, are likely to be fulfilled. Enrollment of PhDs has been delayed (T3). We expect 16 PhDs to be enrolled this year, and at least 4 more will be enrolled primo 2023. ITU enrolled 36% female students on our BSc study programmes (T6), the highest percentage ever. An opening of the interdisciplinary green research center is planned on primo December this year (T13). The Employer's Panels for the study programmes in the Business IT Department approved the Green Competence Profiles for the programmes (T14).

Item 7: Strategic Activities for 2023 (briefing)
Enclosure 8: Strategic Activities 2023

We refer to the enclosure.

Item 8: The Budget 2023 (decision)
Enclosure 9: Budget Proposal 2023

We refer to the enclosure.

Recommendation:
The Executive Management recommends that the Budget Proposal 2023 be approved.

Item 9: Reflections After the First 85 Days as New Vice Chancellor (briefing)

At the meeting Per Bruun Brockhoff will present his reflections after his start as new Vice Chancellor.

Confidential item:

Item 10:

Public items:

Item 11. Possible Comments from the Board to "Bedre rammer for ledelse på universiteterne" – Questions from the Danish Agency for Higher Education and Science for Reflection (decision)
Enclosure 11: Appendix 1 to the Articles of Association of the IT University

The Danish Agency for Higher Education and Science has asked Danske Universiteter to collect input from the university boards. It concerns an evaluation from November 2020 of the political agreement from April 2017 – "Bedre rammer for ledelse på universiteterne" – and the new rules on appointment of external board members. The collected experiences from the universities in 2020 showed the general opinion that the new system with a recommendation committee and an appointment committee is seen as complicated, time-consuming, hard to communicate to third parties, and ultimately can be challenging with regards to recruitment of the best suited candidates to the university boards.

The universities have expressed a need to adjust the rules on appointment of external board members to get a more flexible process. Because of this, the current evaluation of the content of the political agreement has focus on the rules regarding appointment of external board members. The university boards have been asked to reflect on

1) Does the board´s experiences within the last couple of years give cause for any further adjustments or comments in relation to the conclusions and suggestions to those given in the evaluation from 2020? and 2) Does the board have further comments in relation to other elements of the agreement from 2017?

The material (in Danish only) was sent to the board members November 9th, 2022.

At the board meeting, the Chairman of the Board will share his thoughts and lead a discussion on a suggested response and input from the board.

Item 12: Questions Regarding Mail-delivered Briefings (briefing)
2022-11-09: Information on Received Questions from the Danish Agency for Higher Education and Science Regarding Evaluation of Appointment of External Board Members

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

Akkrediteringsrådet

IT-Universitetet i København
Rektor Per Bruun Brockhoff
Lise Lawaetz Winkler

Sendt pr. e-mail:
rektor@itu.dk; itu@itu.dk, lilw@itu.dk

Positiv institutionsakkreditering af IT-Universitetet i København

Akkrediteringsrådet har 27. september 2022 akkrediteret IT-Universitetet **positivt**, jf. akkrediteringslovens § 8[1]. Rådet har truffet afgørelse på grundlag af vedlagte akkrediteringsrapport fra Danmarks Akkrediteringsinstitution samt institutionens høringssvar over rapporten.

Afgørelsen er truffet ud fra en helhedsvurdering af institutionens kvalitetssikringsarbejde efter de kriterier, som fremgår af akkrediteringsbekendtgørelsen[2] samt udmøntningen heraf i de forventninger til kvalitetssikringsarbejdet, som er beskrevet i "Vejledning om institutionsakkreditering 2.0" fra 2019 og i Akkrediteringsrådets notat fra december 2020 om vurdering af institutionernes kvalitetssikringssystemer i anden runde af institutionsakkreditering[3].

Rådet lægger akkrediteringsrapportens beskrivelse af institutionens kvalitetssikringsarbejde til grund for sin afgørelse.

Rådet tilslutter sig akkrediteringspanelets vurdering af kvalitetssikringsarbejdet og følger panelets indstilling, jf. afsnittet i akkrediteringsrapporten "Indstilling og samlet vurdering" på siderne 8 og 9.

Rådet finder således, at institutionens kvalitetssikringsarbejde med undtagelse af få og mindre væsentlige problemstillinger er velovervejet, systematisk og velfungerende i praksis.

Rådet gør opmærksom på, at akkrediteringsrapporten ud over afgørelsesgrundlaget, der er beskrevet ovenfor, indeholder en refleksions- og udviklingsdel, hvor akkrediteringspanelet peger på mulige udviklingsområder af institutionens kvalitetssikringsarbejde.

Akkrediteringen gælder til og med 27. september 2028, jf. akkrediteringslovens § 9.

Konsekvenser af den positive institutionsakkreditering
En positiv institutionsakkreditering medfører, at uddannelsesinstitutionen kan oprette nye uddannelser og uddannelsesudbud, når disse er er prækvalificeret og godkendt, jf. akkrediteringslovens §§ 9, 18 og 21. Institutionen kan også foretage justeringer af eksisterende uddannelser, jf. akkrediteringslovens § 9, stk. 1.

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[1] Lov nr. 601 af 12. juni 2013 om akkreditering af videregående uddannelsesinstitutioner (akkrediteringsloven) med senere ændringer, jf. LBK nr. 1667 af 12. august 2021
2 Bekendtgørelse nr. 1558 af 2. juli 2021 om akkreditering af videregående uddannelsesinstitutioner og godkendelse af videregående uddannelser (akkrediteringsbekendtgørelsen)
3 Begge ses her under punktet Vejledninger: https://akkr.dk/akkreditering/institutionsakkreditering/

Akkrediteringsrådet

28. september 2022

Danmarks Akkrediteringsinstitution
Rådsbetjening og analyse

Tidemandsvej 1
Bygning 6-7
4300 Holbæk
Tel. 3392 6900

www.akkr.dk

CVR-nr. 3060 3907

Sagsbehandler
Henrik Pedersen
Tel. 72 31 88 29
hnr@akkr.dk

Ref.-nr.
22/40965-3

Akkrediteringsrådet vil underrette ministeren om institutionens positive akkreditering.

I er velkomne til at kontakte Akkrediteringsrådet på e-mail: council@akkr.dk eller områdechef for rådsbetjening Henrik Pedersen, hvis I har spørgsmål eller behov for yderligere information.

Med venlig hilsen

Peter Dahler-Larsen
Næstforperson
Akkrediteringsrådet

Danmarks
Akkrediteringsinstitution

Bilag:
Kopi af akkrediteringsrapport

Dette brev er også sendt til:
Uddannelses- og Forskningsstyrelsen, Uddannelses- og Forskningsministeriet

INSTITUTIONAL
ACCREDITATION

2022

Accreditation Report

IT University of Copenhagen (ITU)

Round 2

The Danish
Accreditation Institution

Accreditation Report
IT University of Copenhagen (ITU)

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The report together with the decision can be downloaded from the Accreditation Council's website: www.akkrediteringsraadet.dk

Content

About this report 5

About institutional accreditation 5

Accreditation panel and method 5

Decision 6

BASIS FOR DECISION

Recommendation and comprehensive assessment 8

About ITU 10

Description of ITU's quality assurance system 13

Criterion I. Systematic and inclusive quality assurance 19

Comprehensive assessment of criterion I 19

Quality assurance anchored at management level and based on a clear division of responsibilities and labour and a quality culture 20

Monitoring, standards, reporting and provision 23

Involvement of external experts in the evaluation of the provision of programmes 26

Regular assessments by the external environment of the institution 26

Criterion II. Knowledge base 28

Comprehensive assessment of criterion II 28

How provisions of programmes are linked to relevant academic environments 29

Student contact with the knowledge base 32

Criterion III. Level, content, and organisation 38

Comprehensive assessment of criterion III 38

Level and content 39

Organisation and performance 40

ENHANCEMENT PERSPECTIVE

Development and reflections 48

Appendix 1. Accreditation panel 53

Appendix 2. Accreditation process 55

Appendix 3. Audit trails 57

Appendix 4. Site visit programmes 60

Appendix 5. Expectations for effective quality assurance 63

About this Report

This accreditation report contains an analysis and assessment of the quality assurance work at the higher education institution IT University of Copenhagen (ITU).

The report assesses whether the institution has a systematic and effective quality assurance practice that in the coming accreditation period enables the institution to carry out the ongoing quality assurance and development of its provision of programmes. This forms the basis for the Accreditation Council's decision on accreditation.

The report also contains a reflection and development section with the accreditation panel's reflections on the quality assurance work they have experienced. In this section, the panel points out quality assurance areas for potential development.

About institutional accreditation

Institutional accreditation is an assessment of how the institution's systematic quality assurance works in practice. The quality assurance work must ensure the institution's focus on continuous development of the quality and relevance of its provision of programmes and that the institution reacts when problems are identified, both when it is undergoing accreditation and in the period between accreditations.

Effective quality assurance is ongoing and systematic and lives up to the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG). The quality assurance work is based on a clear division of labour and responsibilities and anchored at management level. The institution promotes a quality culture that involves teachers and students in the quality assurance work. The quality assurance work must focus on the whole provision of programmes, the actual teaching conducted, as well as the special issues, conditions and needs relevant for the individual institution.

On this basis, the accreditation report contains an assessment of whether the institution's quality assurance work meets the requirements set for institutional accreditation in the Accreditation Act, including particularly the three criteria listed in the associated executive order. The Accreditation Institution has implemented these requirements in a number of expectations found in the Institutional Accreditation 2.0 Guidelines.

Accreditation panel and method

In order to support assessment of the quality assurance, the Danish Accreditation Institution has set up an accreditation panel comprising a number of experts.

Among other things, members of the panel are skilled within management and quality assurance at institutional level, and they possess knowledge of the higher education sector as well as relevant labour market and student conditions.

The institution has documented the quality assurance work through an institution report and during site visits to the institution by the accreditation panel together with employees from the Accreditation Institution. On this basis, the accreditation panel has assessed the institution's quality assurance work according to the expectations in the accreditation guidelines. The accreditation panel has also discussed the institution's continued development of the quality assurance work.

Appendix 1 introduces the accreditation panel, appendix 2 describes the main steps in the accreditation process, appendix 3 contains information about the choice of audit trails, appendix 4 presents site visit programmes and appendix 5 depicts the expectations for effective quality assurance from the Institutional Accreditation 2.0 Guidelines.

The institution has documented its quality assurance work through written material and in connection with visits carried out by the accreditation panel together with employees from the Accreditation Institution to the institution.

Decision

As an independent body, the Accreditation Council makes a decision on the accreditation of the institution. The Council decides whether the quality assurance work justifies a positive institutional accreditation, conditional positive institutional accreditation or rejection of institutional accreditation.

The first part of this report and its assessments form the basis for the decision by the Accreditation Council.

Basis for Decision

Recommendation and comprehensive assessment

The panel recommends that IT University of Copenhagen be awarded a positive institutional accreditation

ITU has a well-founded and ongoing quality assurance practice that systematically and comprehensively addresses issues of quality and relevance and supports the continuous development of all study programmes.

The executive management, Education Group and Heads of Department make clear decisions to promote quality and relevance based on an appropriate exchange of information with the rest of the organisation. Solid programme-specific key figures for relevant quality assurance actors form the basis for ongoing monitoring of programme quality and relevance. Clear, measurable standards on dropout, study time, teaching activity, relevance and research base are presented and analysed in the Study Programme Reports and Education Portfolio Report. The Quality Policy and its three policy areas contain an appropriate and well-considered mix of quantitative and qualitative standards.

The structure of the Study Programme Reports and Educational Portfolio Report is strong and supports the identification of problems and continuous development of programmes. Quality issues documented in the reports are discussed openly in the annual quality status meetings at institutional and study programme levels, and actions are decided upon. The report structure further supports the systematic follow-up and status for actions implemented through last year's action plan.

Quality assurance work is embedded in a quality culture that engages teachers, students and management levels in dialogues about the quality and relevance of courses and study programmes. The Board of Studies and Subject Area Teams (SATs) are included in ongoing dialogues about quality and development of study programmes on a systematic basis. Students and Heads of Study Programme in SATs discuss course evaluation results and the content of Study Programme Reports. The panel notes that the role and function of the SATs are not always clear to students inside and outside the SATs.

ITU has a solid and proven concept for systematic external evaluations, which ensures that all study programmes are evaluated holistically every 4-5 years. Relevant external experts are involved, including international panel members if the study programme is taught in English. Results of the external evaluations are systematically integrated in the flow of information on quality assurance work. ITU's dialogue with the six employers' panels is well-structured and well-functioning in practice. The employers' panels provide input from potential employers and ITU graduates, which is systematically taken into consideration in developing the study programmes.

ITU systematically monitors that study programmes and courses are staffed with the desired share of active researchers employed at ITU. This is done on a biannual basis at staffing meetings with participation of each Head of Department and the associated Head of Study Programme. The VIP/DVIP ratio as defined by ITU is used to monitor the research base of key subject components, providing the basis for students' contact with the research community. In particular, the panel notes the focus on monitoring the consistent involvement of a high share of active researchers in the teaching at course level. Further, there is a policy to ensure that supervisors of students' final projects are active researchers, except in cases where an explicit exception is granted.

ITU has a systematic practice for ensuring level, content, organisation, pedagogical quality and workload. ITU has considered and prioritised work with student-centred learning through a constructive alignment approach, reflected in the strong focus on student feedback and diversity. The regular and systematic work with curriculum documents, course descriptions and mapping of learning outcomes supports students in achieving the learning objectives of their study programme.

Enclosure 2

Notat

Uddannelses- og Forskningsministeriet

Opgørelse af ITU's strategiske rammekontrakt 2018-2021

Uddannelses- og Forskningsstyrelsens vurdering af strategisk rammekontrakt 2018-2021

Styrelsen har gennemgået og vurderet den samlede opgørelse af den strategiske rammekontrakt 2018-2021. Styrelsens vurderer, at den samlede målopfyldelse for kontraktperioden er tilfredsstillende, og de 5 pct. af grundtilskuddet kan videreføres.

Strategiske mål	Styrelsens vurdering på baggrund af institutionens samlede opgørelse	2018-2021
Mål 1: Øge kapaciteten af forskningsbaseret uddannelse af tekniske it-specialister. *IT-Universitetet vil, hvis de statslige bevillinger fremadrettet giver mulighed herfor, øge kapaciteten af forskningsbaseret uddannelse af tekniske it-specialister for at møde efterspørgslen og understøtte Danmarks digitale vækst.*	Styrelsen vurderer samlet set, at udviklingen i målet har været tilfredsstillende. ITU har gennemført en række aktiviteter målrettet at tiltrække studerende fra de gymnasiale ungdomsuddannelser, herunder digitale dannelsesforløb, Coding Classes, studiepraktikforløb, faglige oplæg og IT-Camps m.fl. Styrelsen konstaterer, at ITU i kontraktperioden er blevet tilført midler til at understøtte forskningsbasering og øget optag. ITU har i sidste del af kontraktperioden søsat et stort anlagt treårigt formidlingsprojekt med fokus på at øge interessen blandt unge for at læse de mest tekniske it-bacheloruddannelser. Projektet er støttet af en ekstern bevilling, der bl.a. er anvendt til at udvikle et frit tilgængeligt virtuelt univers med tutorials og video-logs, der skal anskueliggøre, hvad programmering er, og hvordan teknologien kan bidrage til at løse store samfundsmæssige problemer. Det virtuelle univers blev offentliggjort i 2020. Styrelsen konstaterer, at optaget er øget i hele perioden for både BA i Softwareudvikling og Data Science med et enkelt mindre udsving i COVID19-årene 2020 og 2021. Optaget har endvidere ligget over baseline for begge uddannelser gennem hele kontraktperioden. Førsteårs frafald på bacheloruddannelsen i hhv. Softwareudvikling og Data Science har vist udsving, men ligger samlet set under baseline. Styrelsen tager til efterretning, at ITU oplyser, at COVID-19 har været et eksternt forhold, der har påvirket resultaterne ift. fastholdelse af de studerende.	● grøn
Mål 2: Flere kvindelige tekniske it-specialister for at styrke kvaliteten i samfundets digitalisering. *ITU vil nå målet ved at øge andelen af kvindelige studerende og ved at blive endnu bedre til at fastholde kvindelige studerende på studiet.*	Styrelsen vurderer samlet set, at udviklingen i målet har været tilfredsstillende. ITU har gennemført en række væsentlige understøttende aktiviteter med henblik på rekruttering af flere kvindelige studerende på uddannelsen. Nogle er rettet mod kvindelige gymnasieelever i form af IT-Camps, Coding Café-forløb og Tech Karrieredage for kvindelige gymnasieelever, mens der også har været bredere aktiviteter såsom rollemodelkampagner på de sociale medier. Aktiviteterne kan dog lede til rekruttering på alle ITU's bacheloruddannelser. Styrelsen konstaterer videre, at en række aktiviteter har været understøttende for både strategisk mål 1 og 2. Styrelsen konstaterer, at optaget for andelen af kvindelige studerende på BA i Softwareudvikling har ligget omkring baseline med udsving til begge sider. Udviklingen i frafaldsprocenten har i	● grøn

Strategiske mål	Styrelsens vurdering på baggrund af institutionens samlede opgørelse	2018-2021
	derimod været lav og ligget et pænt stykke under baseline i hele kontraktperioden. Styrelsen tager til efterretning, at ITU vurderer, resultaterne er påvirket af den lange periode med hjemme- og onlinestudier under COVID-19.	
Mål 3: Alle studerende skal opnå et højt læringsudbytte. *IT-universitetet vil styrke forskningsdækningen af enkelte uddannelser og fastholde høj grad af kvalitet, set med de studerende øjne.*	Styrelsen vurderer, at ITU har opnået tilfredsstillende udvikling med målet. ITU har foretaget en lang række væsentlige understøttende aktiviteter. Ift. forskningsdækningen har der været arbejdet med styrkelsen af laboratorier med flere hjælpelærere og praksisbaseret læring. ITU har både arbejdet med ansættelser og omfordeling af undervisningsopgaver. Derudover har ITU ansat en uddannelseschef, der bl.a. arbejder med initiativer for de studerendes trivsel. Endvidere har ITU eksperimenteret med nye undervisningsformer og læringsteknologier. En del af disse blev dog ændret som følge COVID-19-nedlukningerne. Styrelsen konstaterer, at VIP/DVIP-ratioen overordnet gået frem. Kvaliteten af uddannelserne set med de studerendes øjne er kun blevet målt i tre af de fire år. Spørgsmålet "Kvaliteten af min uddannelse er samlet set høj" har ligget stabilt over baseline, mens spørgsmålet "Mit udbytte af undervisningen er højt" lå lige under baseline i 2020 og 2021. Styrelsen tager til efterretning, at ITU vurderer, at COVID-19 er et eksternt forhold, der har påvirket resultaterne.	● Grøn
Mål 4: Alle dimittender skal have kompetencer, der giver gode karrieremuligheder. *IT-universitetet vil reducere dimittendledigheden på de kandidatuddannelser, der ikke allerede har lav dimittendledighed; dette vil ske gennem revision af uddannelserne baseret på dialog med aftagerne.*	Styrelsen vurderer, at udviklingen i målet har været tilfredsstillende. ITU har gennemført flere understøttende aktiviteter, herunder særligt på de uddannelser, der har højest dimittendledighed. Eksempelvis har ITU afholdt en række karrierelevante arrangementer og aktiviteter, der i 2020 og 2021 har været afholdt virtuelle events, såsom karrieremesser og præsentationer på ITU's online jobbank. Styrelsen konstaterer, at dimittendledigheden er aftaget og i 2021 ligger på 7,8 pct. På spørgsmålet fra Danmarks Studieundersøgelse om "Min uddannelse har rustet mig til mit nuværende eller seneste job" ligger niveauet stabilt højt på 4,1. ITU's fem aftagerpaneler har desuden afholdt en årlig evaluering af uddannelserne med henblik på at vurdere, om de er kompetencer, der er relevante for arbejdsmarkedet	● Grøn

Strategiske mål	Styrelsens vurdering på baggrund af institutionens samlede opgørelse	2018-2021
Mål 5: Styrkelse af it-forskningen inden for områder, der afspejler samfundsmæssige behov *IT-Universitetet agter at uddanne og ansætte flere forskere inden for digitalisering. Såfremt forudsætningen for Strategisk mål 1 opfyldes, ønskes tilsvarende indsats inden for informationssikkerhed og Data Science.*	Styrelsen vurderer, at udviklingen i målet er tilfredsstillende. ITU har gennemført flere understøttende aktiviteter for at styrke it-forskningen. Eksempelvis har indsatserne fokuseret på oprettelsen af Forskningscenter for Offentlig IT og rekruttering af mere videnskabeligt personale. Forskningscenteret blev etableret i 2018 og var fuldt udrullet i 2019. I 2020 og 2021 er der startet aktiviteter inden for vidensprednin. Foruden rekruttering og bemanding af forskningsmiljøer, har ITU også oprettet forskningscenteret, Center for Digital Welfare. Styrelsen konstaterer, at i forhold til rekruttering af forskere inden for digitalisering, har både informationssikkerhed og Data Science fået flere VIP'ere, og antallet har ligget over baseline i alle årene.	● Grøn
Mål 6: Samarbejde og udveksling af viden med fokus på styrkelse af it-fag i folkeskolen og gymnasiet *IT-Universitetet vil i kontraktperioden undervise gymnasielærere og levere fagligt input til styrkelsen af it-fag i folkeskolen og gymnasiet.*	Styrelsen vurderer, at ITU's indsatser for målet er tilfredsstillende. ITU har gennemført flere understøttende aktiviteter for at styrke samarbejde og udveksling af viden med fokus på at styrke it-fag i folkeskolen og gymnasiet. Eksempelvis har ITU i samarbejde med It-vest udbudt og gennemført et yderligere efteruddannelseskursus for ca. 70 gymnasielærere. ITU har desuden samarbejdet med de syv andre universiteter om udvikling af masteren i Informatikundervisning. ITU har endvidere opnået deltagelse i nationale netværker og ekspertpaneler, der medvirker til forskning på uddannelse i computational thinking samt forsøgsfaget teknologiforståelse i folkeskolen. Sidst har ITU oprettet Center for Computing Education Research, der også har fokus på forskning og udvikling af it-undervisning i uddannelsessektoren. Styrelsen konstaterer, at ITU i 2018 og 2019 underviste hhv. 42 og 24+6 gymnasielærere i deres efteruddannelsesfag i informatik. I 2020 omlagde ITU indsatsen, hvormed der oprettedes en masteruddannelse i informatikundervisning sammen med de andre universiteter. Derfor har der ikke været nogen udvikling i målets indikatorer. Styrelsen bemærkes, at ITU ikke har haft aktivitet på deres kursusudbud på masteruddannelsen. Styrelsen tager til efterretning, at ITU fortsat arbejder med udvikling og markedsføring af kurset og oplyser, at COVID-19 har været et eksternt forhold, der kan have påvirket resultaterne, idet folkeskoler og gymnasier under og efter nedlukninger har prioriteret deres ressourcer til undervisning m.v.	● Grøn

Definition af farvekoder:

- ● **Grøn** = tilfredsstillende målopfyldelse
- ● **Gul** = middel målopfyldelse
- ● **Rød** = mangelfuld målopfyldelse

Finance

09 November 2022

Enclosure 6

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

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

Table 1: Overview of income, costs and equity

Financial items (KDKK)	Budget	FCST July	FCST October
Income	395.669	394.008	393.653
Personnel costs	-271.223	-273.752	-270.725
Other operating costs	-134.138	-129.986	-132.689
Profit from ordinary operations	**-9.692**	**-9.730**	**-9.761**
Financial income and costs	909	-7.231	-8.873
Profit, year-end	**-8.783**	**-16.961**	**-18.634**
Equity, end-year*	**70.887**	**69.490**	**67.817**
Equity/income ratio	**0,18**	**0,18**	**0,17**

*Equity, end-year in Budget 2022 are based on Accounts as per October 31 2021. While Equity, end-year in July and October Forecast 2022 are based on actual accounts as per December 31

Table 1 shows an overview of income, costs and equity. Executive Management expects the year-end result to decrease from DKK -17.0 M to DDK -18.6 M compared to July 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 *Third quarter financial follow-up.*

Table 2: Staff forecast

Staff Forecast (FTE)	FCST July	Change	FCST October
Researchers, senior	85,0	-4,3	80,7
Researchers	58,0	4,0	62,0
Researchers, external funding	94,1	-5,3	88,8
Academic staff, full-time	**237,1**	**-5,6**	**231,5**
External lecturers	10,0	-0,4	9,6
Other part-time teachers and external examiners	39,9	0,0	39,9
Academic staff, part-time	**49,9**	**-0,4**	**49,5**
Academic staff	**287,0**	**-6,0**	**281,0**
Administrative staff	177,0	-2,8	174,2
Administrative staff, external funding	11,9	0,0	11,9
Administrative staff	**188,9**	**-2,8**	**186,1**
Staff total	**475,9**	**-8,8**	**467,1**
Administrative/academic staff ratio	**0,66**	**0,00**	**0,66**

Table 2 shows the forecast on staff. Compared to July forecast, researchers externally funded has been reduced. We elaborate on the matter in the section about external research spending. The decrease in administrative staff is due to vacancies.

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

Third Quarter financial follow-up

In Table 3, we show the estimated income and costs compared to actual accounts at the end of the third quarter. In general, the estimate per September 30 is equal to 3/4 of Forecast October. We elaborate on significant deviations and changes for budget items in the following sections.

Table 3: Break down of income and costs

Budget items (KDKK)	Estimate per 30 Sep	Actual per 30 Sep	Deviation per 30 Sep	FCST July	Change	FCST October
Study activity grants and tuition fees	114.090	114.090	0	152.295	-175	152.120
Education, base grants	25.586	25.586	0	34.115	0	34.115
Research, base grants	101.653	101.653	0	135.537	0	135.537
Other government grants	-8.045	-8.045	0	-10.626	-100	-10.726
External research grants	52.654	49.216	-3.438	70.205	0	70.205
External grants other	1.913	2.123	210	2.551	0	2.551
Facilities subleasing	2.306	2.243	-62	3.074	0	3.074
Other income Academic departments	866	1.130	264	874	280	1.154
Other income Adminstrative departments	4.217	4.869	652	5.983	-360	5.623
Income	**295.240**	**292.866**	**-2.374**	**394.008**	**-355**	**393.653**
Personnel costs	34.751	32.365	-2.387	49.144	-2.809	46.335
Other operating costs	7.898	7.358	-540	7.021	3.510	10.531
External research	**42.650**	**39.723**	**-2.927**	**56.165**	**701**	**56.866**
Personnel costs	94.112	99.100	4.988	124.639	843	125.482
Other operating costs	10.233	7.217	-3.016	13.750	-106	13.644
Academic departments	**104.345**	**106.317**	**1.972**	**138.389**	**737**	**139.126**
Personnel costs	74.181	73.295	-886	99.969	-1.061	98.908
Other operating costs	34.994	29.646	-5.347	47.039	-381	46.658
Administrative departments	**109.175**	**102.941**	**-6.233**	**147.008**	**-1.442**	**145.566**
Building	**45.536**	**47.685**	**2.148**	**60.715**	**0**	**60.715**
Management pools	**0**	**0**	**0**	**1.461**	**-320**	**1.141**
Ordinary operating net costs	**301.705**	**296.666**	**-5.039**	**403.738**	**-324**	**403.414**
Profit from ordinary operations	**-6.465**	**-3.800**	**2.665**	**-9.730**	**-31**	**-9.761**
Financial income and costs	**-6.655**	**-8.873**	**-2.218**	**-7.231**	**-1.642**	**-8.873**
Profit	**-13.120**	**-12.673**	**447**	**-16.961**	**-1.673**	**-18.634**

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

Actual income follows the estimate per September 30. The new forecast is slightly adjusted to the July forecast.

As we show in table 4, we expect income from study activity to decrease slightly.

Table 4: Study activity forecast

Study Activity Forecast	FCST July		Change		FCST October	
	units	KDKK	units	KDKK	units	KDKK
Students, BSc	876	59.932	-3	-171	874	59.761
Students, MSc	923	63.147	6	383	929	63.530
Students, guests and foreign scholarship students	42	3.731	0	56	42	3.787
Students, full-time (FTE)	**1.841**	**126.810**	**3**	**268**	**1.845**	**127.078**
Students, part-time (FTE)	**47**	**10.626**	**-2**	**-179**	**45**	**10.447**
Employment bonus	100%	6.980	-1%	-47	99%	6.933
Excess study time bonus	100%	6.980	0%	12	100%	6.992
Quality		-0		-0		-0
Bonuses		**13.960**		**-35**		**13.925**
Other student activity		**899**		**-229**		**670**
Total income from study activity		**152.295**		**-175**		**152.120**

Base grants and other government grants

Actual income from base grants and other government grants follows the estimate as per September 30. October forecast on base grants is unchanged. Other government grants is adjusted slightly.

External research grants

Actual income is below the estimate as per September 30 by DKK 3.4 M. As in previous years, we expect activities to pick up, during the final quarter 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

Actual income follows the estimate as per June 30. The forecast remains unchanged.

Facilities subleasing

Actual income from facilities subleasing follows the estimate as per September 30. The forecast remains unchanged.

Other income from Academic departments (+0.3 M)

Actual income is above the estimate as per September 30 by DKK 0.3 M, thus the forecast has been adjusted accordingly.

Other income from Administrative departments (-0.4 M)

Income from Administrative departments is above the estimate as per September 30 by DKK 0.7 M. However, the October forecast has been adjusted downwards due to an expectation of less income from

collaboration with industry in the Student Affairs and Programmes department. Despite the downward adjustment, we still expect a slight increase in turnover compared to 2021.

External research spending (+0.7 M)

Historically, the cost distribution of the research projects portfolio is 70/10/20 between personnel costs, other operating costs, and overhead contribution. Based on the actual accounts of 2022 so far, we have revised the cost distribution to 65/15/20.

The reduced personnel costs affect the staff forecast in table 2 as well.

Actual personnel costs are below the estimate as per September 30 by DKK 2.4 M. As in previous years, we expect spending to pick up later in the year to meet the revised forecast of DKK 46.3 M.

Actual other operating costs are below the estimate as per September 30 by DKK 0.5 M. As in previous years, we expect spending to pick up later in the year to meet the revised forecast of DKK 10.5 M.

Finance estimates an average overhead contribution of 25 percent.

Academic departments (+0.7 M)

The actual personnel costs are above the estimate as per September 30 by DKK 5.0 M.

We base the personnel forecast from October 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 cancelled the general write-down in the July forecast.

The actual costs for other operations are below the estimate as per September 30 by DKK 3.0 M. As in previous years, we expect activities will pick up during the rest of the year.

Administrative departments (-1.4 M)

The actual personnel costs are below the estimate as per September 30 by DKK 0.9 M. As referred to in the text below table 2 this is due to vacancies.

The actual costs for other operations are lower than the estimate as per September 30 by DKK 5.3 M. We expect costs to pick up later as in previous years.

Building

Actual costs are above the estimate as per September 30 by DKK 2.1 M. 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 (-1.6 M)

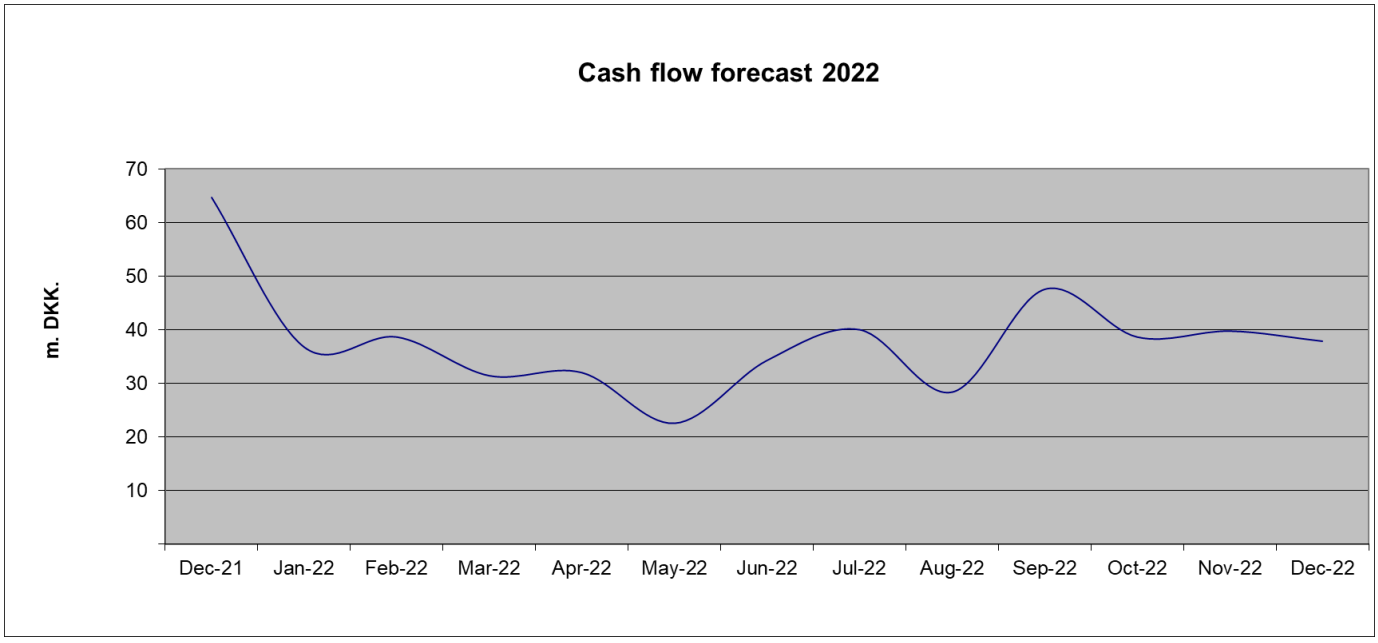
The forecast is set at the very negative return of DKK 8.9 M as per September 30. The capital markets are very volatile, and the return may still fluctuate significantly.

Cash flow forecast 2022

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. 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 holdings have a stable development, and at the end of the year, cash holdings are expected to amount to DKK 38 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.

We base the personnel forecast from October on the hiring plans from the Academic 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 cancelled the general write-down in the July forecast.

Regarding other operating costs, both Academic and Administrative departments are significantly below the estimate of 75 percent of the forecast. When we compare the spending profile to previous years, we expect spending to pick up during the fourth quarter.

Enclosure 7
Follow-up on focal Strategic Targets for 2022

The report stated in the chart below represents the results as of 31 October 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.	At current 12 PhD students have enrolled in 2022. The target will most likely not be achieved in 2022 since start dates have been postponed until early 2023.	
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.	In 2022, the IT University admits 36 per cent female students on the BSc study programmes. The plan will be developed and finalised before the end of 2022. The target is expected to be achieved in 2022. There will be a follow-up after fourth quarter 2022.	

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.	For the Study Programme Bachelor in Software Development the plan includes: - A co-head of studies has been appointed. - A reform of the first semester Introductory Programming course has been initiated and is currently being implemented. The target is expected to be achieved in 2022. There will be a follow-up after fourth quarter 2022.	
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.	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. The target is achieved in 2022.	
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.	Clarification is currently underway as to how the financial basis for the center 2023-2025 can be achieved. Formal approval of the center is expected soon, however, and an opening of the center is planned for December 2022. The target is expected to be achieved in 2022. There will be a follow-up after fourth quarter 2022.	

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.	At their meetings in October 2022, the Programme-Specific Employer's Panels for the study programmes in the Business IT Department approved the inclusion of a Green Competence Profile in the Employability Profiles of their three study programmes. The target is achieved in 2022.	
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.	The process was initiated in the beginning of the year and two discussions meetings with the Research Committee at the IT University have been held. In parallel with these meetings a model for increasing collaboration with partners outside academia has been created. In October 2022, the model, as an outcome of the two meetings, were discussed at a Research Committee meeting and the model was approved. The target is expected to be achieved in 2022. There will be a follow-up after fourth quarter 2022.	

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.	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: 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. 2) Student tutors have received training in planning an inclusive study start, ensuring activities that applies to a diverse student body. The target is expected to be achieved in 2022. There will be a follow-up after fourth quarter 2022.	
T22	In 2022, the Research Data Management Project regarding handling and management of Research Data is defined and described.	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 it was filled from 1 October 2022. The Research Data Management Admin will help formulating a project description and a roadmap for a Research Data Management Strategy. The target is expected to be achieved in 2022. There will be a follow-up after fourth quarter 2022.	

Enclosure 8

Strategic activities for 2023

Executive Management

Executive Management has consolidated a list of strategic activities to be carried out in 2023. The list of activities supports the ITU Strategy and are aligned with the 5 goals in the Strategic Framework Contract.

Reporting on the goals and activities to the Board of Directors will be made through the reporting at Board Meetings in 2023.

The activities will be used for preparing result contracts for managers for 2023.

Goal 1: Relevant educations with low unemployment and gender diversity

Research-based education of IT professionals is a main contribution of ITU to society. In addition to employment of graduates, we will focus on gender diversity in all educational programmes. High employability of graduates is considered one of the strongest indicators of quality of education.

Activity 1.1: The graduate unemployment rate of master's programmes is less than the corresponding unemployment rate for all graduates from Danish universities.

Activity 1.2: The proportion of the ITU's employed MSc graduates who are employed in the private sector must be at least 80 per cent.

Activity 1.3: Increase the number of ITU programmes with a green competence profile.

Activity 1.4: Maintain or possibly increase the number of women on the ITU's bachelor's programmes.

Activity 1.5: Ensure a low dropout rate among female students.

Goal 2: Enhanced study well-being and high learning outcomes

An attractive and inclusive study environment is necessary to attract motivated and qualified students and ensure the desired volume of applicants. It will also help students thrive socially and academically – and motivate them to finish their degrees on time.

Activity 2.1: Strengthen a good social study environment.

Activity 2.2: Ensure high student return from teaching.

Activity 2.3: Ensure high quality in teaching.

Activity 2.4: Ensure a low dropout rate.

Goal 3: Strengthen IT research that reflects society's needs

As a hub of knowledge and talent, ITU will help shape a digital future supporting a sustainable development of society. We will pursue both research excellence and societal impact, and we will collaborate with external partners on challenges and opportunities that involve IT.

Activity 3.1: ITU will consolidate the number of VIP personnel in the field of data science.

Activity 3.2: Consolidate the newly established research center with focus on the green digital transition.

Activity 3.3: Continue the development of the research center with digital play as a focal point.

Activity 3.4: ITU will define a method for increasing collaboration with partners outside academia.

Goal 4: Increased number of PhDs and focus on contributing innovation and value to society

ITU's PhD programme is an important element of our pledge and responsibility to provide research capacity building within IT. The success of the programme is a key factor to our success as an actor within the university sector.

Activity 4.1: Increase the volume of graduating PhDs.

Goal 5: Lifelong learning that contributes to a strengthened competitiveness

As a research university specialising in IT, ITU have an obligation to contribute to developing further education and lifelong learning in IT, for instance, through partnerships.

Activity 5.1: Develop a strategy for lifelong learning.

Activity 5.2: Increase the activity level in lifelong learning.

Finance
10 November 2022

Enclosure 9

Budget Proposal 2023

This presentation concerns the ITU Budget Proposal 2023.

Summary

Since the approval of the Framework Budget at the September meeting, we have prepared Budget Proposal 2023. Budget Proposal 2023 shows a negative result of DKK 3.1 M in 2023, which is a decrease of DKK 1.5 M compared to the Framework Budget. There are significant changes to the Budget Proposal 2023, since the approval of the Framework Budget.

- Most importantly there is an increase of DKK 8.0 M in base grants for education, granted in accordance with the Agreement on Funding of Higher Education in Denmark. This was settled between the relevant political parties, because ITU have had a significant increase in study activity over the years.
- A budget reduction for the personnel costs of the academic departments of DKK 6.0 M per year are still included. For the Budget Proposal 2023, Executive Management has reduced the reduction with DKK 3.0 M.
- Personnel costs for both the academic and administrative departments increase by a total amount of DKK 1.8 M due to an updated forecast of the average yearly salary/FTE.
- Other operating costs for academic departments increase by DKK 2.0 M, due to co-financing of activities in the Danish Institute for IT Programme Management.
- The ordinary operating costs in the administrative departments includes a provision for the new student administrative system, SIS, of DKK 1.8 M.
- Building costs include an increase in the budget for electricity of DKK 0.5 M to accommodate the expectation of higher energy prices.

The Budget Proposal 2023 includes a management pool of DKK 5.0 M in 2023 to sustain strategic actions.

The equity/income ratio remains unchanged at 0.16, compared to the Framework Budget.

Executive Management recommends that the Board approves the submitted Budget Proposal 2023.

General assumptions

We base the Budget Proposal on equity at the end of 2022 as expected in the accounts as per September 2022 from October 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. We elaborate on the development in inflation rates in the section Uncertainties regarding the Budget Proposal 2023.

Equity and equity/income ratio

Table 1 shows equity and the equity/income ratio. Note that the equity end-year 2022 is based on 3rd quarter forecast 2022. In 2023 the equity ratio is below the preferred level of 0.18.

Table 1: Equity

Budget items (KDKK)	Forecast 2022 Q3	Framework 2023	Change	Budget 2023
Equity, end-year	67,817	66,191	-1,502	64,689
Equity/income ratio	0.17	0.16	-0.01	0.16

Income and costs

In table 2, we compare the income, costs, and equity of the Framework Budget with the Budget Proposal 2023. We elaborate on assumptions about income and costs compared to the Framework Budget in the sections below.

Table 2: Budget Proposal 2023

Budget items (KDKK)	Budget 2022	Framework 2023	Change	Budget 2023
Study activity grants and tuition fees	151,481	156,032	-240	155,792
Education, base grants	34,115	34,494	7,963	42,457
Research, base grants	135,537	141,355	-1	141,354
Other government grants	-10,622	-16,905	0	-16,905
External research grants	68,094	75,214	0	75,214
Facilities subleasing	6,550	8,200	0	8,200
Other commercial activities and grants	10,714	10,966	0	10,966
Income	**395,869**	**409,355**	**7,723**	**417,077**
Personnel costs	46,741	52,650	0	52,650
Other operating costs	8,236	7,521	0	7,521
External research	**54,977**	**60,171**	**0**	**60,171**
Personnel costs	122,405	121,829	4,081	125,910
Other operating costs	13,803	13,300	2,000	15,300
Academic departments	**136,208**	**135,129**	**6,081**	**141,210**
Personnel costs	102,077	103,867	811	104,678
Other operating costs	46,454	45,919	204	46,123
Administrative departments	**148,531**	**149,786**	**1,015**	**150,801**
Building	**60,645**	**61,805**	**2,129**	**63,934**
Management pools	**5,000**	**5,000**	**0**	**5,000**
Ordinary operating net costs	**405,361**	**411,890**	**-9,225**	**421,115**
Profit from ordinary operations	**-9,492**	**-2,536**	**-1,502**	**-4,038**
Financial income and costs	**909**	**909**	**0**	**909**
Profit	**-8,583**	**-1,627**	**-1,502**	**-3,129**

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.

Management pools includes a pool of DKK 5.0 M in 2023 to support strategic actions. Executive Management allocates the funds to the academic departments, the administrative departments, or building costs.

The Budget Proposal 2023 shows a negative result of DKK 3.1 M in 2023.

Table 3: Staff forecast

Staff Forecast (FTE)	Budget 2022	Framework 2023	Change	Budget 2023
Researchers, senior	84.0	87.4	4.0	91.4
Researchers	53.0	45.3	0.0	45.3
Researchers, external funding	90.9	95.6	0.0	95.6
Academic staff, full-time	**227.9**	**228.3**	**4.0**	**232.3**
External lecturers	19.3	17.7	0.0	17.7
Other part-time teachers and external examine	39.9	37.7	0.0	37.7
Academic staff, part-time	**59.2**	**55.4**	**0.0**	**55.4**
Academic staff	**287.1**	**283.7**	**4.0**	**287.7**
Administrative staff	174.9	178.0	0.0	178.0
Administrative staff, external funding	6.0	13.2	0.0	13.2
Administrative staff	**180.9**	**191.2**	**0.0**	**191.2**
Staff total	**468.0**	**474.9**	**4.0**	**478.9**
Administrative/academic staff ratio	**0.63**	**0.67**	**0.0**	**0.66**

Researchers, senior are professors and associate professors.

Researchers include assistant professors, post docs, research assistants, and PhD students.

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.

As shown in table 3, there is an increase in academic staff, which corresponds to DKK 3.0 M allocated to the Academic personnel costs. Everything else remains unchanged from the Framework Budget.

The administrative/academic staff-ratio has decreased slightly compared to the Framework Budget and is still below the average of the Danish university sector an administrative/academic staff ratio of 0.75 (2020-level).

Student activity grants and tuition fees

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

Table 4: Student activity forecast

Study Activity Forecast	Budget 2022		Framework 2023		Change		Budget 2023	
	units	KDKK	units	KDKK	units	KDKK	units	KDKK
Students, BSc	877	59,973	858	60,948	-4	-364	853	60,584
Students, MSc	909	62,148	902	64,523	9	158	911	64,681
Students, guests	26	1,778	30	2,132	-	-2	30	2,130
Students, foreign schoolarships	7	1,503	8	1,795	-	-67	8	1,728
Students, full-time (FTE)	**1,818**	**125,402**	**1,798**	**129,399**	**5**	**-276**	**1,802**	**129,123**
Students, part-time (FTE)	**50**	**11,361**	**50**	**11,334**	**0**	**10**	**51**	**11,344**
Employment bonus	85%	6,889	100%	7,071	0%	12	100%	7,083
Excess study time bonus	100%	6,889	100%	7,071	0%	12	100%	7,083
Bonuses		**13,778**		**14,143**		**23**		**14,166**
Other student activity		**940**		**1,156**		**3**		**1,159**
Total income from study activity		**151,481**		**156,032**		**-240**		**155,792**

The student activity forecast shows no significant changes compared to the Framework Budget.

Table 5: Student admission forecast

Admission (Number of students)	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Budget 2022	Actual 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026
B-SWU	149	162	195	163	140	153	160	160	160	160
B-DDIT	59	62	55	59	59	55	59	59	59	59
B-GBI	69	72	95	95	60	64	60	60	60	60
B-DS	64	68	88	79	100	66	80	80	80	80
BSc	**341**	**364**	**433**	**396**	**359**	**338**	**359**	**359**	**359**	**359**
K-DDIT	139	139	133	106	115	118	115	115	115	115
K-DIM	159	129	128	136	130	132	130	130	130	130
K-SD	79	107	145	120	120	107	120	120	120	120
K-DS	0	0	0	37	30	36	30	30	30	30
K-CS	91	80	87	96	102	92	102	102	102	102
K-GAMES	49	52	43	55	50	38	50	50	50	50
MSc	**517**	**507**	**536**	**550**	**547**	**523**	**547**	**547**	**547**	**547**
M-ILM	40	42	41	24	40	35	40	40	40	40
Master	**40**	**42**	**41**	**24**	**40**	**35**	**40**	**40**	**40**	**40**
Total	**898**	**913**	**1010**	**970**	**946**	**896**	**946**	**946**	**946**	**946**

Table 5 shows the admission forecast for each study programme. As expected in the Framework Budget we admitted 50 fewer students in 2022 than budgeted.

In the beginning of August, it was clear that fewer applicants than normal had accepted the offered study place, also when we compare to the years before COVID-19. This seems to be a general trend, as several other universities have had the same experience.

The pattern of the early drop out in September is not significantly higher than normal.

ITU will take the above trends into consideration next year.

Table 6: Student activity rates

Student activities rates (DKK)	2022 p/w 2022	2023 p/w 2023	2024 p/w 2023	2025 p/w 2023	2026 p/w 2023
Government Grant, BSc (FTE)	68,400	71,000	71,000	71,000	71,000
Government Grant, MSc (FTE)	68,400	71,000	71,000	71,000	71,000
Government Grant, Guest students (FTE)	68,400	71,000	71,000	71,000	71,000
Employment rate target	95.0%	0.0%	0.0%	94.8%	94.8%
Excess study time target months	4.1	4.0	4.0	4.0	4.0
Government Grant, part-time ILM (FTE)	29,500	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 have increased with DKK 7.7 M compared to the Framework Budget, which is mostly due to an increase in the base grants for education of DKK 8.0 M. In accordance with the Agreement on Funding of Higher Education in Denmark, the settlement parties of the agreement have revisited the allocation of base grants for education four years after the implementation in 2019. Due to the significant increase in study activity over the years, the settlement parties have agreed to increase the base grants for the IT University from 2023 and onwards.

Other government grants

Other government grants are negative by DKK 16.9 M in 2023 and remain unchanged compared to the Framework Budget.

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.

External research grants

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

Facilities subleasing

Income from facilities subleasing is unchanged compared to the Framework Budget. We expect to be able to sublease 80 pct. of office spaces in 2023, as we are in negotiation with potential tenants for Rued Langgaards Vej and Emil Holms Kanal.

Other commercial activities and grants

Other commercial activities and grants is unchanged compared to the Framework Budget

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 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.

A budget reduction for the personnel costs of the academic departments of DKK 6.0 M per year are still included. For the Budget Proposal 2023 Executive Management has reduced the reduction with DKK 3.0 M.

The personnel costs also increase due to a new forecast on average yearly salary/FTE from October 2022.

Other operating costs for academic departments increase by DKK 2.0 M, due to co-financing of activities in the Danish Institute for IT Programme Management.

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 pools upon requests and within the average of the Danish university sector administrative/academic staff ratio of 0.75.

The personnel costs in the administrative departments have increased by DKK 0.8 M in 2023 compared to the Framework Budget. This is due to a new forecast on average yearly salary/FTE from October 2022.

We have included a provision for the new student administrative system, SIS, of DKK 1.8 M.

Furthermore, we have reclassified DKK 1.6 M from other operating costs in the administrative departments to building costs in compliance with the new joint accounting charts from the Ministry of Higher Education and Science. In other words, we have reduced other operating costs and increased building costs by the same amount.

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.

We have included an increase in the budget for electricity of DKK 0.5 M to accommodate the expectation of higher energy prices.

Furthermore, we have reclassified DKK 1.6 M from other operating costs in the administrative departments to building costs in compliance with the new joint accounting charts from the Ministry of Higher Education and Science. In other words, we have reduced other operating costs and increased building costs by the same amount.

Management pools

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

Management Pools includes a pool of DKK 5.0 M in 2023 and is unchanged compared to the Framework Budget.

Financial income and costs

Financial income and costs 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 securities portfolio to secure a decent interest.

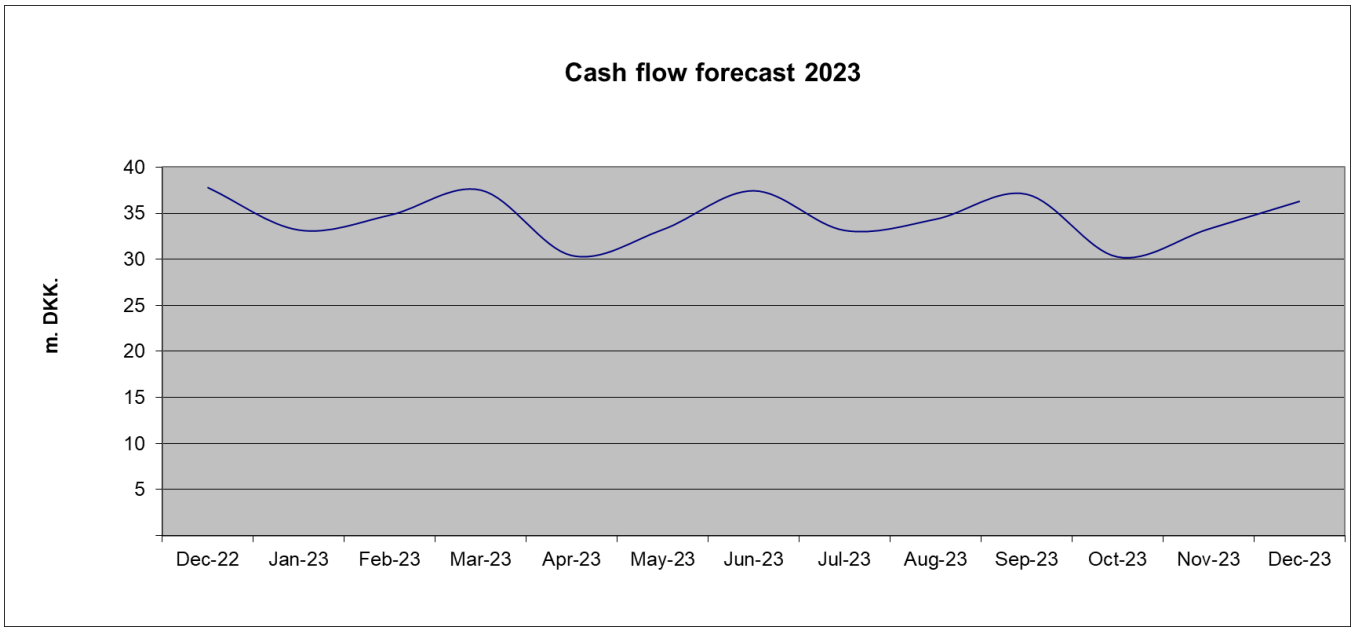
Financial income and costs in 2023 is unchanged compared to the Framework Budget.

Cash flow forecast 2023

The cash flow forecast below shows cash holdings to be positive throughout the year 2023. Mainly, this is due to the monthly instalments of government grants and tuition fees.

The cash flow starts with DKK 38 M and peaks low especially in January, April, July, and October due to the quarterly payments of rent. In August, also property taxes are due. Hereafter the cash flow holdings have a stable development, and at the end of the year, cash holdings are expected to amount to DKK 36 M.

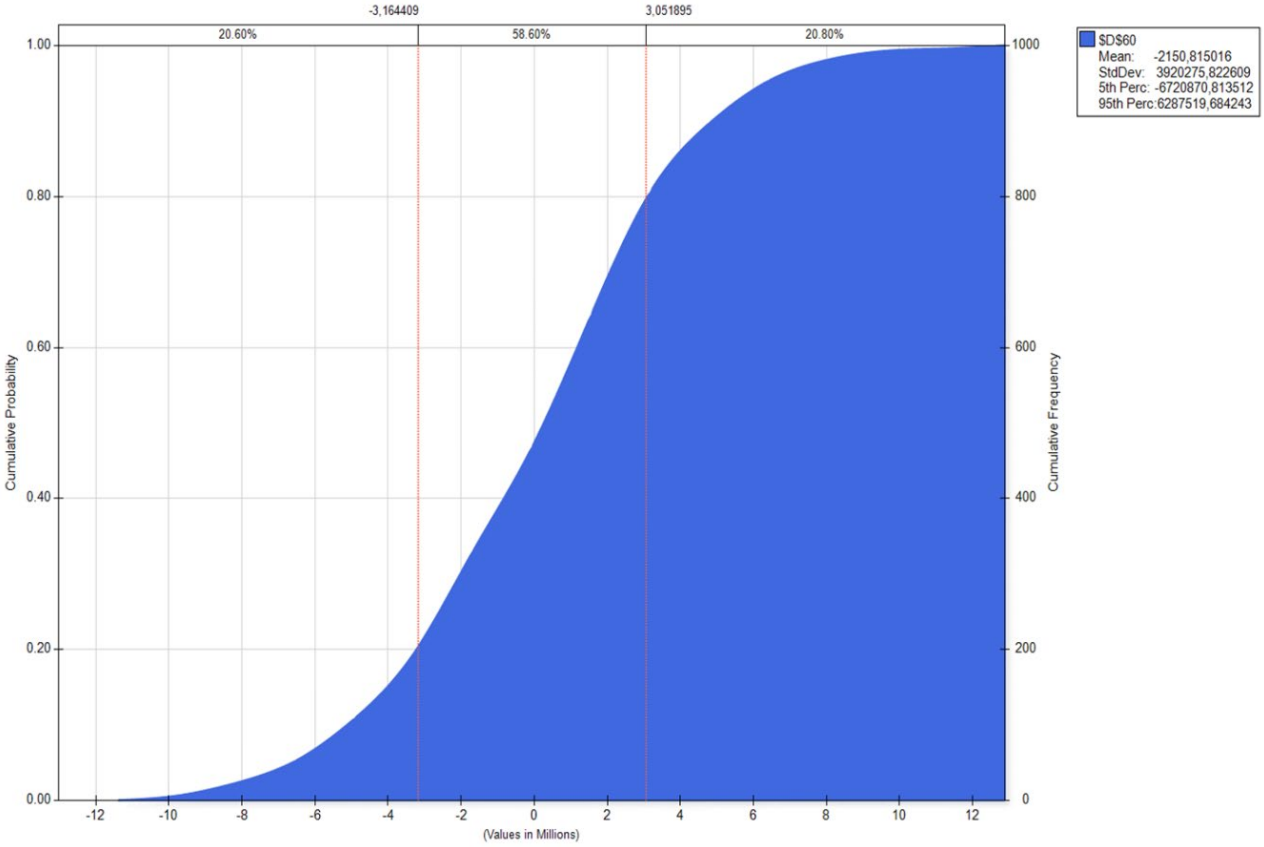
The Department of Finance is charged with monitoring the cash flow throughout the year and will advise Executive Management to transfer funds from capital investments to cash holdings to avoid overdraft during the year, if necessary.



Uncertainties regarding the Budget Proposal 2023

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

Figure 1: Operating uncertainties related to end year result 2023

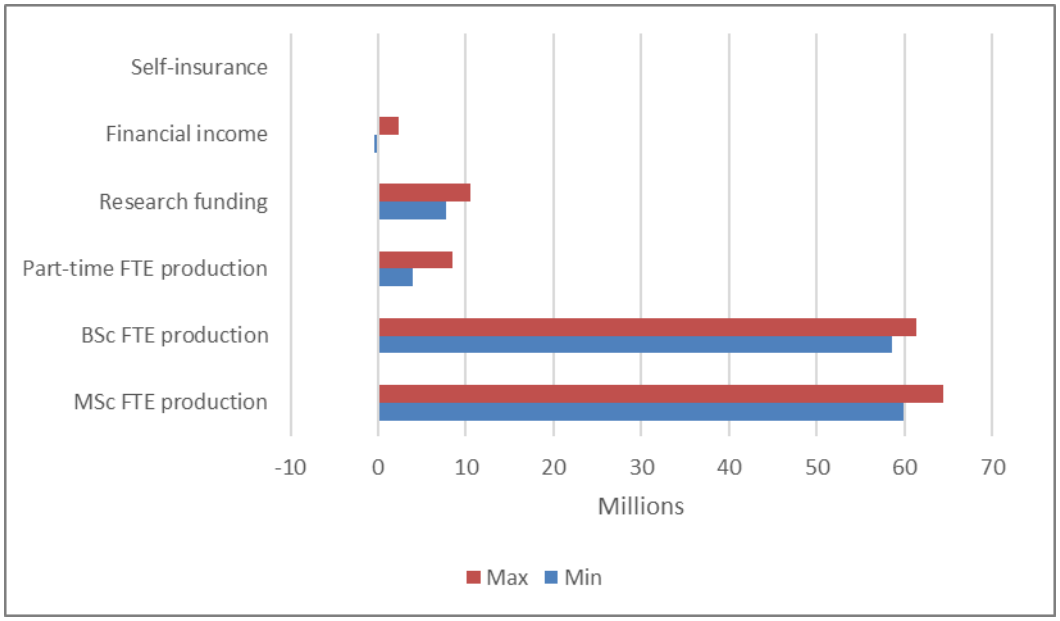


The simulation in figure 1 indicates that the probability of the actual result being at least DKK 3.2 M less than the budgeted result of DKK -3.1 M is approx. 20 pct. Equally, the probability of the actual result being at least DKK 3.1 M more than the budgeted result of DKK -3.1 M is approx. 20 pct.

Figure 2: Sensitivity impact analysis

With the risk of fluctuations into consideration, this is further elaborated in figure 2. Here, the red bar shows the maximum income from a given factor, while the blue bar shows the minimum income from a given factor. The larger the difference is between the red and blue, the greater the sensitivity.

Figure 2: Sensitivity impact analysis



Specific operating risk

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

Subleasing excess office spaces

We have a total of 4,800 square meter available office spaces for subleasing. The Budget Proposal includes an expectation of subleasing of 80 pct. of office spaces in 2023. Currently subleasing of office spaces is at 31 pct. If subleasing expectations are not met, for example increases to a mere 50 pct. it will reduce our expected income from subleasing with DKK 2.9 M in 2023.

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

Villum Kann Rasmussen professorship

The grant from the Villum Kann Rasmussen foundation came with an obligation to establish the Danish Institute for IT Programme Management with increasing research and educational activities during a six-year period. Throughout the remaining period, the Danish Institute for IT Programme Management plans to attract additional research grants and income from education.

In 2023, we have included a reserve of DKK 2.0 M for recruiting staff, based on the most recent forecast from the institute.

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 DKK 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.

Simultaneously, we expect energy consumption to drop by 10 percent due to cost saving initiatives.

We have adjusted the budget to match the expected energy process and consumption in 2023.

Inflation rates
We regulate other operating costs with +1.8 pct. in 2023, as stated in the Budget Proposal Act.

However, other reliable sources now forecast an inflation rate around 5 pct. in 2023. We maintain the 1.8 inflation rate from the Budget Proposal Act and will allocate funds from management pools during 2023 upon request from departments if prices for goods and services rise significantly.

Enclosure 11

Appendix 1

to the Articles of Association of the IT University

Procedure for the recommendation and appointment of the Chairman of the Board and the other external members to the Board of Directors of the IT University

This document contains a description of the procedures for the recommendation and appointment of the Chairman of the Board and the other external members of the Board of Directors, including requirements for the profiles, qualifications and independence of the Chairman of the Board and the other external members of the Board of Directors.

Section 1 Recommendation and **Appointment procedure and assignments of the recommendation committee and the appointment committee**

The university appoints a committee, which appoints the Chairman of the Board and the other external board members (the appointment committee) and another committee, which recommends the Chairman of the Board and the other external board members (the recommendation committee) according to the procedures described in the appendix.

Sub-section 2 The external members of the Board of Directors shall be appointed for a period of four years with the opportunity to be re-appointed once, cf. the Articles of Association section 6, subsection 1..

Sub-section 3 The university appoints for a four-year-long period an appointment committee consisting of 8 members, of this 5 members from the business community, the authorities, and other educational institutions, etc.:
- 1. Two members of the ITU Executive-level Employers´ Panel, appointed by the panel itself among its members, cf., however, sub-section 4,
- 2. One member from each of three non-public contributors within the past four-year-long period to the external funding of research of the IT University, each appointed by the non-public contributor itself among the contributor´s management. Those contributors, who have confirmed being willing to participate, are prioritized by decreasing size of their contributions so that the largest contributors are prioritized first.
- 3. The Chairman of the Study Board,
- 4. The President/Chairman of the student organization at the IT University (Student Council), and
- 5. One representative for the external members of the Board of Directors; this person cannot be the Chairman of the Board.

Sub-section 4 If it is not possible among the non-public contributors, cf. sub-section 3, number 2, to find three contributors, who are willing to participate, the lacking number of member(s) will be supplied with members from the ITU Executive-level Employers´ Panel, appointed by the panel itself among its members.

Sub-section 5 The members of the appointment committee can be appointed for a continuous period of eight years. The five external members (members of the ITU Executive-level Employers´ Panel and members from non-public contributors to the external funding of research of the IT University), are appointed in their personal capacity and cannot be members of the university board of directors or be employee or students at the university. The appointment committee appoints among its five external membersa Chairman. The Chairman shall have experience with management and a broad knowledge of societal conditions. The Chairman´s vote is decisive in case of parity of votes. Together, the five external members shall reflect the users and employers of graduates, and together have knowledge of research, researched-based education, management, organisation and economy, including evaluation of budgets and accounts.

Sub-section 6 The appointment committee appoints two members, who cannot be members of the appointment committee, the board of directors, employees or students at the university, for the recommendation committee, cf. sub-section 8. The two in question are appointed in their personal capacity.

Sub-section 7 Three months, at the latest, previous to the expiration of the period of the external board members, among these the Chairman of the Board, the appointment committee considers if the committee finds it appropriate that the external board members, among these the Chairman of the Board, are given the opportunity to continue for four more years. In that case, and if the external board members, among these the Chairman of the Board, are willing to undertake a new period, the appointment committee makes a re-appointment. A re-appointment of the Chairman of the Board is put forward to the minister for approval.

Sub-section 8 The university aims to appoint a recommendation committee no later than three months before an external board member steps down from the board, consisting of:
- The Chairman of the Board, who is chair of the recommendation committee, cf. subsection 10, though,
- One external board member,
- One internal board member,
- One representative appointed by the Ministry of Higher Education and Science, and
- Two members appointed by the appointment committee.

Sub-section 9 When the recommendation committee is appointed, the appointment committee decides whether the task of the recommendation committee concerns one or more recommendations to the appointment committee.

Sub-section 10 In case of appointing a new Chairman of the Board, the appointment committee appoints a chairman of the recommendation committee. The chairman of the recommendation committee shall be appointed in her/his personal capacity, cannot be member of the appointment committee, the board of the IT University or be employed or student at the university and shall have competences corresponding to the requirements made to the Chairman of the Board.

Sub-section 11 On the basis of prepared competence profiles, the recommendation committee shall advertise openly for proposals for new external members, among these a new chairman, of the Board of Directors and ensure that the recommended candidates meet current qualification requirements, cf. the Danish University Act, section 12, sub-section 2 and sub-section 3, third og fourth clause. The recommendation committee shall prepare a list for the appointment committee with a minimum of one candidate over and above the required number of external Members Board of Directors that are to be replaced.

Sub-section 12 The appointment committee shall appoint the Chairman of the Board and the other external members on the basis of the recommendation committee's submitted list and see to that the external board members meet the requirements in section 2 of this appendix. The appointed Chairman of the Board of Directors shall be approved by the minister. The appointment committee may request a new recommendation if the recommended candidates in the opinion of the appointment committee do not meet the requirements for the composition of the Board of Directors or current quality and independence requirements, cf. Sections 2 and 3 of this Appendix.

Sub-section 13 If one or more of the current external members of the Board of Directors, including the Chairman, retire from the Board of Directors before the end of the term of four years, a new external member is appointed for a four-year period according to the procedure described in sub-sections 7-12.

Sub-section 14 If current external board members are recommended and appointed as Chairman of the Board, the period, in which the external board member has already had a seat on the board, will count in the total maximum period of appointment.

Section 2 Qualifications

The external members of the Board of Directors shall be appointed in their personal capacity.

Sub-section 2 The external Members of the Board of Directors shall jointly have experience in and knowledge of research, research based education and knowledge communication, knowledge sharing and the object areas of the university regarding to the Danish University Act, section 2, sub-section 4, in order to being able to attend the overriding and strategic management of the university. The external members shall have a MSc or an education at a similar level, and at least one of the external members shall have experiences as a recognized researcher.

Sub-section 3 The competences of the external members shall, in total, reflect the remit of the university, cf. the Danish University Act, section 2, and in total the external members shall have knowledge of research, research based education, management, organisation and economy, among this evaluation of budgets and accounts. The Chairman of the Board shall have experience with strategic management of a large company, enterprise or organisation and considerable knowledge of societal conditions.

Section 3 Independence

External members of the Board of Directors shall be independent. This means that external members shall not

- have a mandate from another organisation, government authority or business
- have a significant financial or equivalent interest in the IT University
- have held a leading management position at the IT University within the past ten years
- work as a professional advisor or carry out similar tasks for the IT University
- have a significant financial interest in a company acting as professional advisor or similar to the IT University
- be registered as a student at the IT University or
- be employed by the IT University, among this as external examiner or as adjunct professor or adjunct associate professor.