

For the Members of the Board

Executive Management
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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 Extra-ordinary Board Meeting on Monday, June 3, 2024, at 09:00 – 11:30, in Room 2F16, IT University of Copenhagen, Emil Holms Kanal, 2300 Copenhagen S (NOTE: External members without an ITU card need to be registered and picked up at the Information Desk in atrium, Rued Langgaards Vej 7)

Public items:

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

2. Presentation of the Executive-level Employers' Panel Report 2024 (briefing)

Enclosure 1: Executive-level Employers' Panel Report 2024

3. Plan for Tasks of the Executive Management, Board Meetings, etc., 2025 (decision)

Enclosure 2: Plan for Tasks of the Executive Management, Board Meetings, etc., 2025

Confidential items:

4

5.

6.

7. Questions Regarding Mail-delivered Briefings (briefing)

8. Any Other Business

The Executive Management´s comments on the agenda

Public items:

Item 1: Approval of the Minutes from the Previous Meeting (decision)

One minor comment to the contents of the minutes from the meeting on April 4, 2024, has been received and corrected minutes sent out.

Recommendation:

The Executive Management recommends that the minutes be approved.

Item 2: Presentation of Executive-level Employers´ Panel Report 2024 (briefing)

Enclosure 1: Executive-level Employers´ Panel Report 2024

We refer to the enclosure. The item was postponed, due lack of time, at the previous board meeting.

Item 3: Plan for Tasks of the Executive Management, Board Meetings, etc., 2025 (decision)

Enclosure 2: Plan for Tasks of the Executive Management, Board Meetings, etc., 2025

We refer to the enclosure. The dates relevant to the board are in **bold**.

Recommendation:

Executive Management recommends that the dates are approved.

Confidential items:

Item 4:

Item 5:

Item 6:

Public items:

Item 7: Questions Regarding Mail-delivered Briefings (briefing)

2024-05-23: David Sands appointed as member of the ITU Appointment Committee

2024-05-08: Information on Accounts of ITU, as per March 31, 2024

2024-04-19: Dimensioning part of the reform of higher education agreement and what it means for ITU

Item 8: Any Other Business

Yours sincerely,

Gitte Gramstrup
Assistant to the Executive Management

Enclosure 1

Executive-Level Employers' Panel Report 2024

The report covers all BSc, MSc, and Professional Master study programmes at ITU

Contents

Purpose and process	1
Context	1
Quality Standards	1
Admission Budget 2023.....	2
Date and signature	2
Notes from the panel	3
Do you have concerns relating to the quality of ITU's portfolio of study programmes?	5
Does ITU follow up on the recommendations made by the Employers' Panels?.....	6
Primary Quality Data – introduction	7
Primary Quality data 2023	8
Primary Quality data 2022	9
Primary Quality data 2021	10

Purpose and process

The purpose of the report is to document the views and recommendations of the panel regarding the quality and relevance of ITU's study programmes.

The report is used by ITU's Board of Directors as part of their basis for decisions. It is also used by management at ITU for quality assurance purposes and as input to the Education Group's annual Education Portfolio Report.

The Executive-Level Employers' Panel completes the report, based on the most recent reports of the Programme-Specific Employers' Panels. The chairperson signs the report after due process in the panel and submits the report to ITU via the administrative officer associated with the panel.

The document is public information.

Context

At ITU, a study programme is said to be *ideal*, if

- 1) it attracts a large number of well-qualified students; and
- 2) the academic contents and teaching meet the highest international standards; and
- 3) it gives the students the competences needed for the future job market.

Quality Standards

ITU's Quality Policy operates with the main quality areas:

- 1) Recruitment and Admission of Students

- 2) Teaching and Learning Activities
- 3) Graduates' Careers

Admission Budget 2023

Study programme	2021	2022	2023
BSc DDIT	59	59	59
BSc DS	80	80	80
BSc GBI	97	60	60
BSc SWU	160	160	160
MSc CS	94	93	102
MSc DDIT	115	115	115
MSc DIM	130	130	130
MSc DS	32	39	30
MSc Games	50	50	50
MSc SD	126	120	120
Master ILM	40	40	40
Total (MSc + BSc)	943	906	906
Total	983	946	946

From student intake 2018, **MSc SDT** was split into two separate programmes: Computer Science (**CS**) and Software Design (**SD**). Hence, some Primary Quality Data 2023 may still include a few SDT students/cover SDT graduates (completion rate, average graduate delay, number of graduates and unemployment).

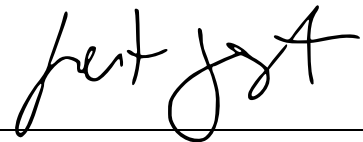
From student intake 2018, **BSc DMD** and **MSc DDK** were redesigned and renamed **BSc DDIT** and **MSc DDIT** (Digital Design and Interactive Technologies). Hence, some Primary Quality Data 2023 may still include a few DMD and DDK students/cover DMD and DDK graduates (completion rate, average graduate delay, number of graduates and unemployment).

MSc in Data Science (**DS**) is the latest addition to ITU's study programme portfolio. MSc DS had its first student intake in September 2021.

Date and signature

Date: 2024-03-14

Chairperson (signed): Gert Sylvest



Notes from the panel

Recommendations, analyses, comments, and input from the panel concerning ITU's portfolio of study programmes. Please consider the reports from the Programme-Specific Employers' Panels and the following:

- Overall match with current needs:
 - How would you describe the overall match between current needs for competences on the Danish job market and the portfolio of study programmes?
 - What changes to the balance in the portfolio of study programmes, if any, would you recommend in order to optimize the match?
 - What are the most important current needs not covered by ITU's study programmes?
- Overall match with needs 3-5 years from now:
 - What current trends do you think are likely to give a substantially different pattern of competence needs 3-5 years into the future?
 - What competences do you think will be less in demand 3-5 years from now?
 - What competences do you think will be more in demand 3-5 years from now?
- Analyses, comments, and recommendations

Overall match with current needs:

- The panel believes that overall, there is a good match between the current needs in the Danish job market, and the portfolio of study programmes that ITU offers.
- However a number of knowledge areas were discussed and most of these also brought up in the individual study programme boards feedback. This includes:
 - Product management is a practice and skill that is in high demand, has undergone a lot of change and today, sitting in the intersection of technology, design and business. To the board's knowledge there is no extensive offerings on product management
 - A number of "hot skills" were discussed, that could benefit from more exposure, and that were also mentioned in individual study line panel reports, including: AI/ML (including the organizational implementation hereof) and data science, Cybersecurity.

The panel consider the current balance of the study programmes offered good, however noting that 'hot skills' such as AI/ML and Cybersecurity don't seem to figure very prominently in the employability profiles. Given the current geopolitical situation, and the recent advances in AI and investment growth, the board believes that demand for candidates with insights in these areas would continue to rise in the coming years.

In a 3-5 year perspective, the board believes that AI/ML will introduce many significant changes to ways of working, both in terms of production (of software, designs, games, user experiences) and how these practices will affect how companies organize work outside of the skill areas that ITU represents.

It was discussed in general how a university such as ITU balances the need for candidates with insights in quickly changing hot skills with the long term and research based skills:

- 'Life long learning' programmes might help to address such needs, but it was not clear to the panel how ITU intended to support continued learning more broadly. This might be one of the areas where ITU could have even more positive societal impact
- Strengthened collaboration between ITU and the private sector was mentioned as a channel that could help the university get a direct insight into the changing needs of employers through collaboration

- This might both address a) the ever faster changing pace of innovation in commercial technologies, their use and their impact on our ways of working, b) as a new or improved channel of engagement with the private sector, also benefiting research- and more long-term activities
- It was also discussed that there could be more opportunities for the Master in IT management line to attune more to immediate market and learning needs, e.g. with HR departments
- The panel notes that it is not clear to it which processes and channels ITU employs to gather market feedback, measure and adjust. It was discussed that rather than looking at specific hot skills (which may change fast – e.g. GDPR, Blockchain, usability), the panel might rather look at the effectiveness of such feedback mechanisms.
- It was noted that ITU may have enough research activities and courses to consider creating a dedicated cyber security study line

The panel wanted to express its concern that political reforms including the candidate reform and “udflytningsreformen” might de facto limit ITUs ability to enroll as many candidates as the job market needs.

- The concern is expressed that many students may prioritize studying in the city over the specific study activity, negatively impacting the admission numbers
- The reduction in BA admissions
- Especially given the relative success of ITU in achieving employment of their candidates

For the above reason, the panel believes that ITU should pay special attention to ensure that

- a) attrition is minimized and total completion rates are maximized, and
- b) the study lines are filled to capacity, esp that Y1 attrition is minimized

On future trends changing competencies, a small number of trends and skills were discussed

- It is not enough to be technically skilled. Understanding how the technologies introduced impact the total employer organization is becoming more and more important, as technologies such as AI are expected to affect almost all professions, yet most organization has little understanding of these technologies.
- AI/ML and cybersecurity, already covered above. It’s impact on ways of working (‘antropological angle’) outside of the technology domain was noted.
- Quantum computing was discussed. The panel believe this might be better be offered in institutions that are close to actual quantum research, alternatively that there might be opportunities for ‘applied quantum computing’ type courses. It was discussed that perhaps the relatively limited VC investment could be an indicator that this area is still far from reaching adoption as a commercially available technology.
- There was some discussion if ITU should have specific focus on specific industries, such as e.g. the maritime industry, biotech, banking or other, but no conclusion was reached.

Do you have concerns relating to the quality of ITU's portfolio of study programmes?

Overall the panel believes the quality of the ITU portfolio of studies is high.

It was noted diversity initiatives seemed to have an impact, even if limited to gender at the moment.

As a positive, the panel noted that initiatives on AI/ML upskilling across the lines have been initiated, including practices, tools and more.

With education reforms coming up, ITU should pay special attention to attrition, completion rates and employability. The panel noted a few study lines that may require some extra attention:

- MILM: As the line-specific panel remarks, only 15 were admitted in last round. The panel notes Y1 drop-out and completion rates were not listed as for the other lines. It seems to the panel that the challenges may be of a) commercial character (are employers aware, is there a high enough level of engagement with the private sector), b) is the target group defined clearly enough (does ITU know the competition, the total demand in DK and in other markets, and what % MILM could be positioned to attain, is the profile too broad i.e. the span from CIO to 'senior product owner' seems to represent a very broad range of competencies), and c) whether it highlights enough of the key insights that organisations will need to drive IT implementation, esp. AI/ML and cybersecurity.
- For GBI BSc the yr1 drop-out rates seem very high compared to other BSc lines (e.g. compared to BSc DS of 9.1), rising from 12.6% in 2021. The panel does not know the reason for this.
- BSc DS seems to have a very low completion rate of 57.4% compared to other BScs (DDIT has 80.6%). The panel does not know the reason for this.
- MSc SD has a significant higher average graduate delay (5.2%) compared e.g. 1.3% of MSc DIM. The panel does not know the reason for this.
- The panel was surprised that the unemployment rate of MSc Games was much higher than for other MScs (11.8 vs 1.3% for MSc CS, most closely followed by 5.4 DDIT), up from 6.9% in 2022. The panel would expect that employability should be high since the skills needed for game , and speculated if the profile , skills or motivation of candidates somehow was too narrow and merited a revisit. The lines panel notes that game studios in DK are under pressure (due to a general downturn in the gaming industry and cuts at specific employers), this may also merit a revisit of the profile to see if there are adjacent employment opportunities that the profile could be adjusted for.

Re life long learning, the panel was not clear what ITUs strategy or initiatives would be in this area, while noting it could be an opportunity for ITU to have an even bigger positive societal impact.

- What is the demand expected to be in the coming years?
- In which areas is ITU particularly well positioned to offer life long learning opportunities? It was not clear to the panel which initiatives might already be running to develop strategy and offerings.
- Could this help increase the dialog with employers?
- The panel was not sure how the market feedback loop work for ITU

Does ITU follow up on the recommendations made by the Employers' Panels?

Based on your reading of the reports of the Programme-Specific Employers' Panels and your own experiences with ITU, does the university follow up on recommendations given by the Employers' Panels?

Yes, also based on the feedback from individual line panel reviews.

Primary Quality Data – introduction

ITU uses several key performance indicators. We call them Primary Quality Data (PQD). PQD relates to our definition of an ideal study programme (see above). In our Quality Policy – the backbone of our Quality Assurance System – PQD are grouped under three headlines:

1. recruitment and admission of students
2. teaching and learning
3. relevance and employability

The Employers' Panels receive relevant PQD once a year. The panels receive data from the last three consecutive years. That way, emerging trends can be identified, and developments followed.

Data include figures on:

- **Applicants:** How many applied to the study programmes, how many were offered admission and how many of those accepted admission and were still enrolled by 1 October (official statistics on admission use 1 October as the cut-off date).
- **Dropout:** How many students dropped out during the first academic year (first-year dropout is counted from 1 October in the admission year to 30 September the following calendar year)?
- **VIP/DVIP ratio:** What is the ratio between teachers from ITU (VIP) and external teachers (DVIP)? The ratio is one aspect of securing research-based teaching.
- **Evaluations:** Students evaluate their courses every semester. Results are used by teachers and management to further develop course quality and improve learning outcomes.
- **Graduates:** How many students graduated from the study programmes?
- **Completion:** How many students completed the study programmes within scheduled time + 1 year?
- **Delay:** How much longer than scheduled time did students who graduated in year x on average take to finish their studies? Delay and changes in delay can be influenced by e.g., the study programme's structure. The political level has a strong focus on reducing delay.
- **Unemployment:** What is the unemployment rate? Our graduates' employment situation is relevant to how we develop the study programmes. Also, the political level has a strong focus on unemployment.

Primary Quality data 2023

Level	BSc				MSc						Master	ITU
Programme	DDIT	DS	GBI	SWU	CS	DDIT	DIM	DS	Games	SD	ILM	total
Number of applicants (BSc: All applicants, MSc: only 1 st priority)	363	657	442	469	275	275	375	191	156	429	23	3655
Number of applicants offered admission	76	115	79	185	167	145	200	79	98	205	17	1366
Number of students admitted after early dropout	64	92	67	164	102	112	150	34	67	133	15	1000
Dropout after one year (%)	12.7	9.1	17.2	15.0	4.3	5.1	2.3	8.3	*	4.7		7.6
VIP/DVIP ratio	2.0	19.8	1.5	3.1	8.5	2.6	3.5	9.7	2.8	4.3	2.7	3.4
Average score, course evaluation (6 is max)	4.7	4.69	4.74	4.5	4.84	4.38	4.69	4.64	4.73	4.70	5.14	4.66
Average score, supervision evaluation (6 is max) *	*	*	*	*	*	*	*	*	*	*	*	*
Completion rate within schedule plus one year (%)	80.6	57.4	76.4	65.6	73.6	81.2	87.5		D:81.8 T:76.2	71.9		74.7
Average graduate delay, compared to curriculum schedule (months)	2.7	2.6	2.3	3.2	1.7	2.3	1.3	0.0	D:2.3 T:1.4	5.2		2.5
Number of graduates	40	51	78	132	76	110	131	23	46	99	26	812
Unemployment rate 4-7 quarters after graduation (%) (max 15.7%) **					0.0	12.4	3.8		6.9	2.1		6.2
Rolling, weighted average unemployment rate 4-7 months after graduation (13.7%) ****						14.8	5.8		14.5	2.3		8.7

*Data not available for 2023 due to technical issues.

**Cover graduates from 2020

***Cover graduates from 2018, 2019 and 2020

Primary Quality data 2022

Level	BSc				MSc						Master	ITU total
Programme	DDIT	DS	GBI	SWU	CS	DDIT	DIM	DS	Games	SD	ILM	
Number of applicants (BSc: All applicants, MSc: only 1 st priority)	308	582	377	501	232	230	267	174	145	349	44	3208
Number of applicants offered admission	69	101	70	176	151	145	177	72	68	169	41	1239
Number of students admitted after early dropout	55	66	64	153	92	118	132	36	38	107	35	896
Dropout after one year (%)	10.2	11.4	15.8	16.0	5.2	8.5	2.2	13.5	5.4	12.5		9.8
VIP/DVIP ratio	2.9	9.0	1.8	2.7	17.4	6.2	7.6	21.2	8.8	5.9	11.4	3.8
Average score, course evaluation (6 is max)	4.47	4.42	4.77	4.34	5.01	4.40	4.50	4.31	4.55	4.64	5.15	4.54
Average score, supervision evaluation (6 is max) *	5.68 N=16	5.62 N=17	5.68 N=16	5.61 N=26	5.78 N=21	5.75 N=16	5.68 N=27	5.00 N=2	5.14 N=13	5.78 N=24	5.80 N=4	5.67 N=179
Completion rate within schedule plus one year (%)	83.1	67.2	72.5	62.4	82.5	90.6	93.0		90.4	77.6		79.8
Average graduate delay, compared to curriculum schedule (months)	0.4	2.8	0.6	3.1	1.5	0.6	0.8		2.6	1.9		1.6
Number of graduates	41	42	48	100	68	98	107		41	85	32	662
Unemployment rate 4-7 quarters after graduation (%) (max 15.7%) **					2.0	17.6	7.7		18.3	2.0		10.9
Rolling, weighted average unemployment rate 4-7 months after graduation (13.7%) ****					3.3	12.6	5.7		14.5	3.3		8.7

*Due to very low response rates, scores are not entirely reliable.

**Cover graduates from 2019

***The number cover graduates from former SDT (before the split into CS and SD) / DDK (before the revision and title change to DDIT)

****Cover graduates from 2017, 2018 and 2019

Primary Quality data 2021

Level	BSc				MSc						Master	ITU total
Programme	DDIT	DS	GBI	SWU	CS	DDIT	DIM	DS	Games	SD	ILM	
Number of applicants (BSc: All applicants, MSc: only 1 st priority)	369	536	374	574	253	244	342	151	155	385	34	3417
Number of applicants offered admission	66	100	111	180	155	135	178	63	73	168	29	1258
Number of students admitted after early dropout	59	79	95	163	96	106	136	37	55	120	25	971
Dropout after one year (%)	34.5	19.3	12.6	16.3	5.7	7.5	2.3		9.3	6.2		11.1
VIP/DVIP ratio	3.3	14.7	2.9	2.4	18.7	4.3	19.6	100% VIP	12.4	6.9	2.3	5.0
Average score, course evaluation (6 is max)	4.74	4.24	4.47	4.2	4.64	4.28	4.54	5.0	4.76	4.45	5.2	4.39
Average score, supervision evaluation (6 is max) *	6.0	5.0	5.67	5.25	5.33	6.0	4.25		5.75	5.75	4.0	5.39
Completion rate within schedule plus one year (%)	87.3	58.9	80.6	63.9	83.5	92.8	84.3		85.7	83.5		80.4
Average graduate delay, compared to curriculum schedule (months)	0.9	2.8	1.3	2.8	2.1	1.3	1.3		3.0	3.3		2.0
Number of graduates	51	46	55	97	75	142	128		51	90	32	768
Unemployment rate 4-7 quarters after graduation (%) (max 11.8 %) **					2.6***	13.9***	5.2		13.9	2.6***		8.2
Rolling, weighted average unemployment rate 4-7 months after graduation (%) ****					2.8***	11.6***	5.4		11.0	2.8***		7.8

*Due to very low response rates, scores are not entirely reliable.

**Cover graduates from 2018

***The number cover graduates from former SDT (before the split into CS and SD) / DDK (before the revision and title change to DDIT)

****Cover graduates from 2016, 2017 and 2018

Enclosure 2

DRAFT Plan for Tasks of the Executive Management, Board Meetings etc., 2025

Time	Event	Comments
Monday, 24 February, At 16:00 – 19:00	Executive-Level Employers' Panel Meeting	
Thursday, 20 March	Temporary agenda, enclosures incl. to the chairman of the board	
Monday, 24 March	Pre-meeting between the chairman of the board and the vice chancellor	
Thursday, 27 March	Final agenda, enclosures incl., to the board	
Thursday, 3 April, at 14:00 – 17:00	Board Meeting	See items for the agenda below
Friday, 16 May	Temporary material for the strategy seminar, enclosures incl., to the chairman of the board	
Thursday, 22 May	Pre-meeting between the chairman of the board and the vice chancellor	
Monday, 26 May	Final material, enclosures incl., to the board	
Monday 2 June, at 9:00 - 21:00	Strategy Seminar (at the IT-University of Copenhagen)	See items for the agenda below
Friday, 6 June at 17:00 – 23:30	Summerparty (for ITU staff)	
Thursday and Friday, 26 + 27 June at 17:00 – 19:30	Graduation	
Wednesday-Thursday, 20-21 August	Management Seminar	Group of "Heads" at the ITU
Thursday, 4 September	Temporary agenda, enclosures incl., to the chairman of the board	
Tuesday, 9 September	Pre-meeting between the chairman of the board and the vice chancellor	
Thursday, 11 September	Final agenda, enclosures incl., to the board	
Thursday, 18 September, at 14:00 – 17:00	Board Meeting	See items for the agenda below

Friday, 26 September, at 18.30	Annual Party	
Wednesday, 22 October, at 16:00 – 19:00	Executive-Level Employers’ Panel Meeting	
Thursday, 13 November	Temporary agenda, enclosures incl., to the chairman of the board	
Tuesday, 18 November	Pre-meeting between the chairman of the board and the vice chancellor	
Thursday, 20 November	Final agenda, enclosures incl., to the board	
Thursday, 27 November, at 14:00 – 17:00	Board Meeting	See items for the agenda below

Board Meeting, April 2025

Items for the agenda:

- Presentation of annual accounts 2024
- Presentation of annual report 2023 for approval of the Board
- Statusredegørelsen 2024 (Status Statement 2024)
- Presentation of Executive Employers’ Panel’s Report
- ITU IT Security Status
- Etc.

Strategy Seminar for the board, June 2025

- Check of IT University of Copenhagen’s strategy for 2022 – 2025
- Follow-up on Strategic Framework Contract 2022-2025 – Statusredegørelse
- Discussion on Strategic Framework Contract 2026 – 2029
-

Management Seminar, August 2025

- Input from strategy seminar of the board
- Follow-up on strategy and Strategic Framework Contract 2022 – 2025
- Discussion on Strategic Framework Contract 2026 - 2029
- Discussion of ITU Strategy 2026 - 2029
- Starting signal for the budget 2026 – review of principles, etc.
-

Board Meeting September 2025

Items for the agenda:

- Half-year accounts and prediction for the result of the year

- Preparation of draft of strategic focus areas for the coming year
- Discussion and approval of the framework budget for 2025-2027
- Work schedule for the meetings for the following year
- Review and adjustment of the rules of procedure of the board, cf. § 13, 2. in the Rules of Procedure
- Etc.

Board Meeting, November 2025

Items for the agenda:

- Approval of the budget 2026
- Accounts after third quarter and prediction of the results of the year
- Determine annual targets for 2026
- Follow-up on Strategic Framework Contract 2022 – 2025
- Strategic Framework Contract 2026 - 2029
- Self-evaluation of the work of the board
- Evaluation of the work of the daily university management and of the co-operation between the board and the daily university management
- Etc.