

Executive Management  
Direct phone: +45 7218 5072  
E-mail: [gigr@itu.dk](mailto:gigr@itu.dk)  
Journal no.: 2024-218

December 11, 2024

For the Members of the IT University Board

**Comments on the minutes are kindly asked to be given in writing to the Journal ([journalen@itu.dk](mailto:journalen@itu.dk)) on December 10, 2024, at the latest.**

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

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

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

The rest of the document and enclosures are Available Public Information.

## CONFIDENTIAL MINUTES

Board meeting, November 21, 2024, at 14:00 – 17:00
---

### Present:

From the Board: Carsten Gomard, Kristine Stenhuus, Hanne Breddam, David Sands, Mircea Lungu, Martin Lutander Holm Jensen, and Dagmar Bondo Kristiansen.

From the Executive Management: Per Bruun Brockhoff and Georg Dam Steffensen.

Regrets: Lone Malmborg and Christina Hvid

The minutes taker:  
Gitte Gramstrup

## **Public items:**

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

No comments to the minutes from the meeting on September 19, 2024, had been received.

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

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

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

*The minutes were formally approved.*

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

The Chairman of the Board gave the word to Executive Management to give a briefing:

- Planned Front Renovation, Rued Langgaards Vej 7: Georg Dam Steffensen informed of a coming front renovation in 2025 and 2026. The renovation is necessary and meant to solve problems with water entry from windows and too much heat on sunny summer days. Danish Building and Property Agency (Bygningsstyrelsen) will be managing the project which will have no costs or rent adjustment for ITU. The Chairman of the Board stated that this is indeed good news.

- Status on SIS: Georg Dam Steffensen gave a briefing on this as part of item 6 (The Budget 2025). Kristine Stenhuus stressed that in her opinion, the board needs to discuss the financial risk in 2025 and the following years and referred to the recent report from Rigsrevisionen. Georg Dam Steffensen stated that the number DKK 140 million for ITU in the report is not right. The Chairman of the Board added that the cost is distributed according to the university size and for ITU this means 1.2% of the costs. He asked Executive Management to take action to clarify the different number in the report from Rigsrevisionen.

- Status on DIIP: Per Bruun Brockhoff informed that the Danish Institute for IT Program Management in October has had a "site visit" by the Villum Kann Rasmussen Foundation. The foundation was happy about what the center and Bent Flyvbjerg are doing, but also asked to see more integration between DIIP and ITU, e.g. within teaching. DIIP and ITU are currently working on a plan for the foundation on how this could take place. Executive Management is still optimistic about the growth and success of DIIP and will be happy to follow up on this at a coming board meeting.

The Chairman of the Board thanked the Executive Management for the briefing.

### **3. The Accounting of Third Quarter and the Prediction of the Result of the Year 2024 (briefing)**

The Chairman of the Board gave the word to Georg Dam Steffensen, who referred to enclosure 1 and elaborated on a few elements. Regarding income, costs, and equity, the Executive Management expect no significant change compared to the July forecast.

The Chairman of the Board found ITU to be in a very nice place with a stable economy and thanked for that.

### **4. Fulfilment of Strategic Contract Targets 2024 (discussion)**

The Chairman of the Board gave the word to Per Bruun Brockhoff, who referred to enclosure 2. Except one (which is yellow), all targets are green. He and Georg Dam Steffensen answered questions from the board members. ITU is expecting to deliver an ESG report in 2025 or 2026. Hanne Breddam raised the question if we are being sufficiently ambitious, and given we are having an upcoming strategy discussion on the board, the Chairman of the Board stated that perhaps this should begin with the strategic issue "are we being sufficiently ambitious?", followed by specific issues. Per Bruun Brockhoff agreed this to be a relevant discussion.

### **5. Strategic Activities for 2025 (briefing)**

The Chairman of the Board gave the word to Per Bruun Brockhoff, who referred to enclosure 3 and went rapidly through the six targets and answered questions from the board members.

### **6. The Budget 2025 (decision)**

The Chairman of the Board gave the word to Georg Dam Steffensen, who referred to enclosure 4 and informed that the budget proposal 2025 shows a negative result of DKK 1.8 million. ITU will receive DKK 9.0 million in additional research grants in 2025. He mentioned uncertainties regarding government grants. The equity/income ratio is 0.17, which is slightly below the preferred level of 0.18. The total staff forecast (FTE) has increased compared to the framework budget, and the student activity forecast has decreased; the latter primarily due to admission which is a bit lower than expected as per September 2024. As for external research grants and expected fewer awards in 2024 (due to no big grants), we expect 2025 and onwards to return to the same successful level as previous years. Otherwise, we will have a problem. He answered questions from the board members. Per Bruun Brockhoff added that the Research Committee is already looking into external research funding. Kristine Stenhuus stated that this requires a plan on how to deal with the risk of continued decrease in external research grants. There was a discussion on risk level and this being a delicate problem. The Chairman of the Board concluded the discussion by stating the opinion that, overall,

we should increase our attention on this, but only if the external research grants stay low (like in 2024), we should worry. He concluded an agreement in the board, that this is an extremely important issue in the upcoming strategy discussions.

Regarding the SIS project, Rigsrevisionen has criticized the project in a recent report. Georg Dam Steffensen reminded that the new student administration system is going to replace the soon to be obsolete STADS. According to plan, ITU should start implementing in 2026 and going live in 2028, but he expects a start at ITU in 2027. The timeline depends on government approval of the overall sector-wide plan and budget. The total cost for ITU is expected to be DKK 35 million (and not 140 million as mentioned in the report from Rigsrevisionen). The Chairman of the Board reminded Executive Management to follow up on this. Kristine Stenhuus was concerned about what will happen if the project is stopped/fails, and there was a discussion on the board on how to impact and how to protect ITU in this. The Chairman of the Board rounded the discussion by concluding that – fully aware that no one can predict this og give the perfect answer – the board ask Executive Management for a bit clearer answer at the next board meeting on the question how ITU protects itself in the best possible way. Georg Dam Steffensen stated that making our own ITU system is not an option, being a small university. The Chairman of the Board totally agreed.

**Recommendation:**

*The Executive Management recommended that the budget 2025 was approved.*

**Conclusion:**

*The Budget 2025 was unanimously approved by the board.*

## **7. Strategy 2026 – 2029 Process (decision)**

The Chairman of the Board gave the word to Per Bruun Brockhoff, who referred to enclosure 5 and sketched some statements from the board ´s strategy seminar in June (to keep on going; to be relevant; to be agile) and the ITU management group seminar in August (to involve and include the whole ITU in the process). He shared his subsequent reflections and suggested creating an "ITU towards 2030" with few words and to find a "title" of the strategy. Finally, he sketched the five strategic instruments (full-time programmes; LLL and new EKA (erhvervskandidat) programmes; research centers; (aiming at) large external research projects – e.g. current ERC grants); and research section structure.

The Chairman of the Board thanked Per Bruun Brockhoff for very nice input.

**Recommendation:**

*The Executive Management recommended that the strategy 2026 – 2029 process was approved.*

**Conclusion:**

*The strategy 2026 – 2029 process was unanimously approved by the board.*

**Confidential items:****8****9****10.****11.****12.****Public items:****13. Questions Regarding Mail-delivered Briefings (briefing)**

The Chairman of the Board noted that no mail-delivered briefings had been sent out since the board meeting in September, when the material for this meeting was sent out. Subsequently, the officially presented "Candidate Reform" had been sent to the board on November 20, 2024,

**14. Any Other Business**

Kristine Stenhuus thanked Executive Management for a great annual party. Others agreed to this.

**15. The Board´s 15 Minutes**

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

Respectfully submitted,

Gitte Gramstrup  
Assistant to the Executive Management