For the Members of the Board

September 12, 2024

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, September 19, 2024, 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)

3. Half-year Accounts and Prediction for the Result of 2024 (briefing)
   Enclosure 1: Accounts of the ITU as per June 30, 2024

4. Fulfilment of Strategic Contract Targets 2024 (discussion)
   Enclosure 2: Follow-up on Focal Strategic Targets 2024

5. Framework Budget 2025 – 2028 (decision)
   Enclosure 3: Framework Budget 2024 – 2028

Confidential item:

6.

Public items:

7. Student Intake, Autumn 2024 (briefing)
   Enclosure 4: ITU Student Admission 2024

Confidential Item:

8.

Public Items:

9. Rules of Procedure Review (decision)
   Enclosure 5a: ITU´s Forretningsorden (in Danish)
   Enclosure 5b: ITU´s Rules of Procedure (in English)

10. The Board´s Self-evaluation 2024 (decision)
   Enclosure 6: The Board´s Selv-evaluation Qestionnaire

11. Questions Regarding Mail-delivered Briefings (briefing)

12. Any Other Business

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 June 3, 2024, have been received.

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

Item 2: News from ITU (briefing)
-   New Academic Year
-   Status on the Candidate Reform
-   Status on SIS
-   Status on DIIP

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

Item 3: Half-year Accounts and Prediction for the Result of 2024 (briefing)
Enclosure 1: Accounts of the ITU as per June 30, 2024

We refer to the enclosure.

Item 4: Fulfilment of Strategic Contract Targets 2024 (discussion)
Enclosure 2: Follow-up on Focal Strategic Targets 2024

We refer to the enclosure.

Item 5: Framework Budget 2025 – 2028 (decision)
Enclosure 3: Framework Budget 2024 – 2028

We refer to the enclosure.

Recommendation:
Executive Management recommends that the Framework Budget 2025 – 2028 be approved.

Confidential item:

Item 6:

Public items:

Item 7: Student Intake, Autumn 2024 (briefing)
Enclosure 4: ITU Student Admission 2024

We refer to the enclosure.

Confidential Item:

Item 8:

Public Items:

Item 9: Rules of Procedure Review (decision)
Enclosure 5a: ITU´s Forretningsorden (in Danish)
Enclosure 5b: ITU´s Rules of Procedure (in English)

The Rules of Procedure are reviewed yearly by the board to ensure that they are always adjusted to the demands of the university, cf. ITU´s Rules of Procedure, § 13, Subsection 2. No need of necessary adjustments has been found this year.

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

Item 10: The Board´s Self-evaluation 2024 (decision)
Enclosure 6: The Board´s Self-evaluation Questionnaire

According to the Rules of Procedure, the Board must do a yearly evaluation of its work, an evaluation of the Executive Management and of the cooperation between the Board and the Executive Management of the IT University of Copenhagen.

Recommendation:
Based on the Self-evaluation Questionnaire, the following procedure is recommended:

1) *Each member of the Board receives a questionnaire by the end of September 2024. The Questionnaire is filled in and returned by e-mail to the Chairman of the Board, e-mail: carg@itu.dk (with cc to gigr@itu.dk)* **on Thursday, October 10, 2024, at the latest***.*

2) *With the filled in questionnaire as starting point, the Chairman of the Board has a potential talk with the members of the Board – separately, if necessary. These talks will be scheduled by agreement with the parties in question.*

3) *As an item on the agenda at the board meeting on November 21, 2024, the Chairman of the Board will present observations from the filled in questionnaires and the potential talks with the Board Members and lead a discussion of any identified problems. The item will be confidential and can take place without the presence of the Executive Management.*

11: Questions Regarding Mail-delivered Briefings (briefing)
- 2024-09-09: Information on Minister´s Approval of the Re-appointment of the Chairman of the ITU Board
- 2024-06-21: An Update on the University Reform

Item 12: Any Other Business

Yours sincerely,

Gitte Gramstrup
Assistant to the Executive Management

IT UNIVERSITY OF COPENHAGEN

Finance
August 2024

Enclosure 1

Accounts of the IT University of Copenhagen, as per June 30, 2024

This report presents the second quarter actual accounts and the revised forecast of June 30, 2024, including a cash flow forecast and revised assumptions and uncertainties.

Table 1: Overview of income, costs and equity

Financial items (KDKK)	Budget 2024	FCST 2024 April	FCST 2024 July
Income	438,619	435,229	437,234
Personnel costs	-291,561	-287,381	-287,115
Other operating costs	-148,078	-148,868	-150,042
Profit from ordinary operations	**-1,020**	**-1,020**	**77**
Financial income and costs	1,519	1,519	2,919
Profit, year-end	**499**	**499**	**2,996**
Equity, end-year*	**65,063**	**75,803**	**78,300**
Equity/income ratio	**0.15**	**0.17**	**0.18**

*Equity, end-year in Budget 2024 are based on Accounts as per October 31 2023. While Equity, end-year in April and July Forecast 2024 are based on actual accounts as per December 31 2023.

Table 1 shows an overview of income, costs and equity. Executive Management expects the year-end result to increase from DKK 0.5 M to DKK 3.0 M. Mainly, due to increased income from study activities and increased rates on bank holdings.

The increase in equity from DKK 65.1 M to 78.3 M is due to the positive net result of 2023.

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

Table 2: Staff forecast

Staff Forecast (FTE)	FCST 2024 April	Change	FCST 2024 July
Researchers	131.6	4.2	135.8
Researchers, external funding	85.0	-1.1	83.9
Academic staff, full-time	**216.6**	**3.1**	**219.7**
External lecturers	9.7	0.0	9.7
Other part-time teachers and external examiners	38.3	0.1	38.4
Academic staff, part-time	**48.0**	**0.1**	**48.1**
Academic staff, M&A*	**11.4**	**0.0**	**11.4**
Academic departments, staff	**276.0**	**3.2**	**279.2**
Administrative departments, staff	**174.5**	**-2.1**	**172.4**
Staff total	**450.5**	**1.1**	**451.6**
Administrative/academic staff ratio	**0.70**	**0.0**	**0.69**

*M&A includes Head of departments, lab managers, student workers for research activities

Table 2 shows the forecast on staff. We have adjusted the number of researchers and external lecturers to match the detailed review of the salary forecast as per June.

The increased forecast regarding the academic department staff reflects that department heads expect to hire less professors and associate professors than planned. Thus, allowing department heads to recruit other – and less expensive – researchers within their salaries budget.

The forecast about researchers, externally funded drops by 1.1 FTEs, due to the downward adjustment in external research grants. The adjustment is based on a detailed review of the project portfolio forecast. We elaborate on the matter in the section about external research spending.

Based on the most recent forecast regarding external research grants, we have revised the number of administrative positions funded by external research grants from 2.9 FTEs to 1.9 FTEs. Furthermore, we have adjusted the forecast downwards with 1.1 FTEs due to vacancies in the administrative departments.

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

Second Quarter financial follow-up

In Table 3, we show the estimated income and costs compared to actual accounts at the end of the second quarter, and the July forecast. In general, the estimate per June 30 is equal to 2/4 of forecast July 2024.

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 Jun 30	Actual per Jun 30	Deviation per Jun 30	FCST 2024 April	Change	FCST 2024 July
Study activity grants and tuition fees	82,655	82,655	0	162,924	2,385	165,309
Education, base grants	22,160	22,160	0	44,320	0	44,320
Research, base grants	74,340	74,340	0	148,679	0	148,679
Other government grants	-8,967	-8,967	0	-17,934	0	-17,934
External research grants	40,980	37,079	-3,901	83,634	-1,675	81,959
Facilities subleasing	2,735	2,797	62	6,144	-675	5,469
Other commercial activities and grants	4,716	5,212	496	7,462	1,970	9,432
Income	**218,617**	**215,275**	**-3,342**	**435,229**	**2,005**	**437,234**
Personnel costs	26,526	25,593	-933	53,950	-899	53,051
Other operating income and costs	6,424	4,705	-1,718	13,179	-332	12,847
External research	**32,949**	**30,298**	**-2,651**	**67,129**	**-1,231**	**65,898**
Personnel costs	62,739	63,344	605	124,923	555	125,478
Other operating costs	7,301	5,485	-1,816	14,484	118	14,602
Academic departments	**70,040**	**68,830**	**-1,210**	**139,407**	**673**	**140,080**
Personnel costs	54,293	53,455	-838	108,508	78	108,586
Other operating costs	23,303	19,743	-3,560	44,856	1,749	46,605
Administrative departments	**77,596**	**73,198**	**-4,398**	**153,364**	**1,827**	**155,191**
Building	**35,983**	**33,794**	**-2,189**	**71,939**	**26**	**71,965**
Management pools	**0**	**0**	**0**	**4,410**	**-387**	**4,023**
Ordinary operating net costs	**216,567**	**206,119**	**-10,448**	**436,249**	**908**	**437,157**
Profit from ordinary operations	**2,050**	**9,156**	**7,106**	**-1,020**	**1,097**	**77**
Financial income and costs	**1,460**	**3,989**	**2,530**	**1,519**	**1,400**	**2,919**
Profit	**3,510**	**13,145**	**9,636**	**499**	**2,497**	**2,996**

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, Management Secretariat and finally provisions for holiday pay, parental leave, taxes and other company matters.

Building consists of rent including property taxes and other building costs according to the Danish Facilities Management Benchmark (DFM-benchmark). The DFM-benchmark includes costs for building maintenance, installations, utility companies, cleaning, security, and other services.

Student activity grants and tuitions fees (+2.4 M)

Actual income follows the estimate per June 30.

As shown in table 4, the expected income from study activity is DKK 2.4 M above the April forecast, corresponding to an increase in student activity from especially the full-time students and to a lesser extent of the part-time students.

A comparison of the total number of student FTEs estimated in the July forecast to the estimate from the April forecast shows an increase of 30 student FTEs in the expected FTEs earning in 2024. For most of the study programmes the July forecast for student FTEs earnings are approximately as estimated in the April forecast.

Approximately 95 pct. of the estimated student FTEs in 2024 are already earned. However, there is still uncertainty about the last 5 pct. that concerns planned examinations for summer school courses, reexaminations in August and part-time student activities in Autumn 2024.

Table 4: Study activity forecast

Study Activity Forecast	FCST April 2024		Change		FCST July 2024	
	units	KDKK	units	KDKK	units	KDKK
Students, BSc	847	62,792	16	1,216	864	64,008
Students, MSc	951	70,462	5	370	956	70,832
Students, guests and foreign scholarship students	61	5,645	6	526	67	6,171
Students, full-time (FTE)	**1,859**	**138,899**	**27**	**2,112**	**1,887**	**141,011**
Students, part-time (FTE)	**43**	**6,984**	**4**	**151**	**46**	**7,135**
Employment bonus	100%	7,622	0%	118	100%	7,740
Excess study time bonus	100%	7,622	0%	118	100%	7,740
Quality		-0		-0		-0
Bonuses		**15,244**		**236**		**15,480**
Other student activity		**1,797**		**-114**		**1,683**
Total income from study activity		**162,924**		**2,385**		**165,309**

Base grants and other government grants

Actual income from base grants and other government grants follows the estimate as per June 30. Forecast July on base grants and other government grants follows the April forecast.

External research grants (-1.7 M)

Actual income is below the estimate as per June 30 by DKK 3.9 M. Activities will pick up, during the second half of the year. The most recent external funding forecast from Research Support shows a decrease of DKK 1.7 M.

The external research funding forecast includes a general assumption of delays in planned activities and an assumption of spending generated from upcoming grants.

Facilities subleasing (-0.7 M)

Actual income from facilities subleasing is above the estimate as per June 30 by DKK 0.1 M. The forecast has been adjusted downwards by DKK 0.7 M as we expect to utilize new vacancies for Life Long Learning.

We have reduced the total square meter of office spaces available for subleasing from 4,400 to 3,900 square meter. The Budget 2024 includes an expectation of subleasing 43 pct. of office spaces in 2024. Currently subleasing of office spaces is at 67 pct.

Other commercial activities and grants (+2.0 M)

Actual income is above the estimate as per June 30 by DKK 0.5 M. The forecast has been adjusted upwards with DKK 2.0 M. The additional income derives from research activities and sponsorships other than external research grants. To match the additional income, we have also adjusted other operating costs upwards as described in the sections below.

External research (-1.2 M)

The forecast has been adjusted downwards to match the changes elaborated in the section about External research grants with DKK 1.2 M.

Actual personnel costs are below the estimate as per June 30 by DKK 0.9 M. Actual other operating costs are below the estimate as per June 30 by DKK 1.7 M.

Finance estimates an average overhead around 25 pct. of direct costs for administration and infrastructure.

Academic departments (+0.7 M)

The actual personnel costs are above the estimate as per June 30 by DKK 0.6 M.

We base the personnel forecast from June on the hiring plans from the departments. In previous years, the hiring plans from the department heads tend to be optimistic, thus we reduce the personnel forecast for the departments. In the July forecast we maintain the initial estimate from Budget 2024, i.e. reduce the personnel costs by 2 pct.

The actual costs for other operations are below the estimate as per June 30 by DKK 1.8 M. As in previous years, we expect activities will pick up during the rest of the year. The forecast has been adjusted upwards with DKK 0.1 M to match additional income from the departments.

Administrative departments (+1.8 M)

We base the personnel forecast from July on the hiring plans from the departments.

The actual personnel cost is below the estimate as per June 30 by DKK 0.8 M.

The actual costs for other operations are below the estimate as per June 30 by DKK 3.6 M. We expect costs regarding transfers from management pools such as purchase of firewall renewal and installation of integration platform to be incurred during the rest of the year.

The July forecast has increased by DKK 1.8 M in total, as we have adjusted costs upwards to support strategic actions funded by the management pools. Furthermore, we have also adjusted costs upwards to match additional income from the departments.

Building (0.0 M)
Actual costs are below the estimate as per June 30 by DKK 2.2 M. The forecast remains unchanged as we expect costs to pick up during the third quarter, as most building maintenance goes on during the summer period.

Management pools (-0.4 M)
Management pools has decreased by DKK -0.4 M which reflects transfers from management pools to other budget items to support strategic actions.

Financial income and costs (+1.4 M)
Financial income is above the estimate as per June 30 by DKK 2.5 M. The forecast has been adjusted upwards by DKK 1.4 M, as the bank deposit interests have increased. The current interest rate on deposits is 3.35 pct. In previous years we did not include an estimate on interest rate on bank deposits, as it did not have a significant impact on the year-end result.

We will elaborate more about the capital market in the section Uncertainties.

Cash flow forecast

Cash flow forecast 2024

The cash flow forecast below shows cash holdings to be positive throughout the year 2024. Mainly, this is due to the monthly instalments of government grants and tuition.

The cash flow starts at DKK 49 M and increases in January due to a payment of DKK 41 M from a large research project and drops in February due to payout of funds to other research partners. We are expecting a payout of DKK 35 M in total in 2024. April, July, and October drop due to the quarterly payments of rent. The cash flow holdings have a stable development, and at the end of the year, cash holdings are expected to amount to DKK 55 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.

Cash flow forecast 2024
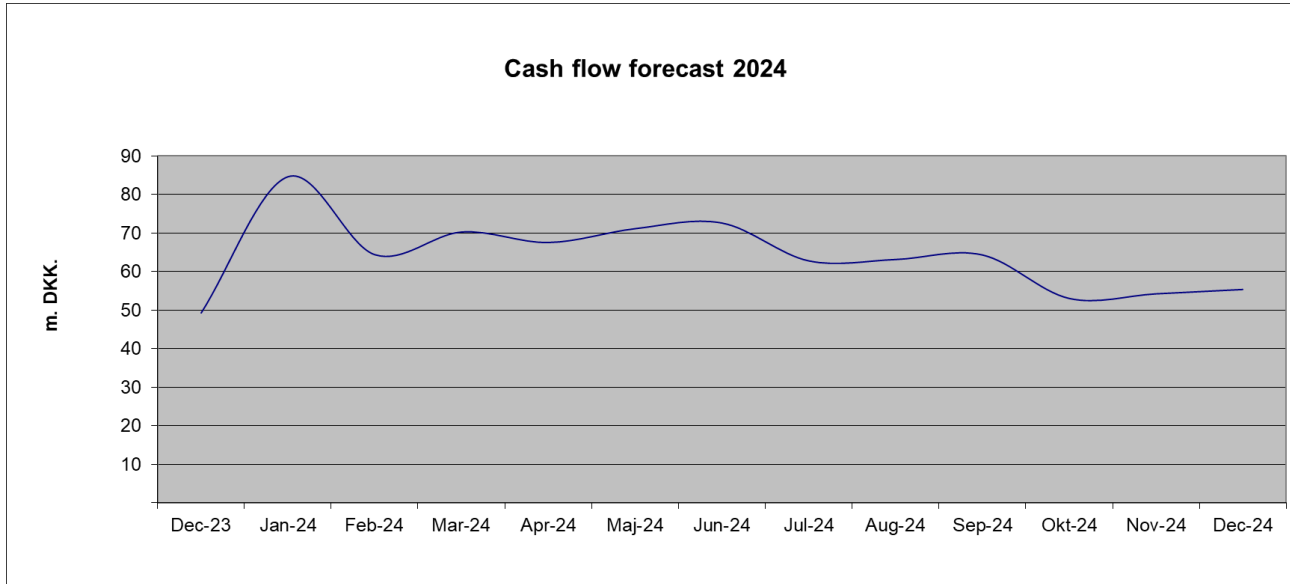
Uncertainties

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.

Uncertainty regarding external research grants
The forecast on external research grants, i.e., the spending of grants comes with the inherent risk of delays in the existing project portfolio and additional spending from upcoming awards. Historically, the July forecast may deviate up to +/÷ 6 pct. from the end year result.

Uncertainty regarding the academic personnel cost forecast
The forecast for personnel costs for the academic departments has been updated. We maintain the assumption that department heads will not fully make use of their salary budget, i.e., we include a general reduction of 2 pct.

Uncertainty regarding the administrative personnel cost forecast
Forecast July on administrative personnel costs are estimated based on actual average personnel costs from 2023 (2024 pw). As usual, we will revisit the new average personnel costs on the administrative staff in the third financial follow-up. We expect department head to make full use of their revised personnel budget, i.e. we have reduced the general reduction of 3 pct to 0 pct.

Uncertainty of the capital markets
The capital markets are volatile, and current positive return on capital investments may fluctuate significantly before the end of the year.

ENCLOSURE 2

These are the strategic eight activities planned for 2024, and the described process to identify them, that were presented to the board at the board meeting on November 23, 2023:

"Strategic activities for 2024:

The ITU focus targets 2024 are proposed hereunder.

Process to identify Strategic activities: The strategic activities 2024 have been identified by an ongoing dialogue in ITU Management Group (consisting of Executive Management and the Heads of research and administrative departments) and are identified as activities to give extra focus and attention in 2024, to ensure fulfillment of ITU Strategy and the Strategic Framework Contract with the Ministry of Higher Education and Science.

Besides the strategic activities 2024 there will naturally also be a focus on fulfillment of all the other targets given in the ITU strategy and the Strategic framework contract.

Strategic activities within the area of ITU education:

1. The LLL strategy will be implemented based on the executive Management approved implementation plan.
2. ITU will enhance the best possible outcome of the work with the Candidate reform.

Strategic activities within the area of Research/Innovation:

3. Execution of the Climate Center strategy
4. Research Departments will identify specific actions to become a preferred research partner.

Strategic activities within the area of leadership and the organization:

5. There will be a process to ensure an involving follow-up on the cross-cutting topics arising from the APV.
6. The management group at ITU will create a codex for good leadership at ITU.
7. ITU will improve the diverse and inclusive culture at the University.
8. The organization will identify climate organizations initiatives regarding buildings and employee behavior."

Beyond is the first follow-up on the eight targets per August 2024. On the left the targets are lined up 1-8, in the middle is a description on the follow-up for each target, and on the right is the indicator for achievement for each target (former presented as "traffic lights"):

First follow up 2024:

Strategic activities within the area of ITU education:

Target	Follow up	Indicator
1: The LLL strategy will be implemented based on the executive Management approved implementation plan:	In the beginning of 2024, the LLL strategy was finalized, and the strategy findings were presented at the board strategi seminar in June. Next step is to implement the strategy. The plan for implementation is to be presented in the fall 2024 for the ITU management Group and hereafter the implementation plan is expected to be initiated.	The target is expected to be achieved.
2. ITU will enhance the best possible outcome of the work with the Candidate reform.	An internal ITU Candidate Reform task force was formed in the beginning of 2024. The goal of the task force has been to identify and secure the best possible outcome for ITU regarding the Political Candidate Reform. Like the other Danish Universities, ITU is expected to cut down on BSc intake from 2025. To maintain or in the best case to increase the number of students at ITU, the task force has prepared two new Industrial Masters. These two new Industrial Masters will preliminarily be presented to the Ministry of Higher Education and Research at the yearly Dialog-meeting in September 2024.	The achievement of target is hard to predict as many external factors are involved, however as ITU has already prepared two new Industrial Masters, the target is expected to be achieved.

Strategic activities within the area of Research/Innovation

Target	Follow up	Indicator
3: Execution of the Climate Center strategy	The Center for Climate IT Steering Group has provided the final input to the Climate Strategy action plan and the implementation will be initiated in accordance with the plan.	The target is expected to be achieved.

| 4: Research Departments will identify specific actions to become a preferred research partner. | As Part of the political focus on increasing innovation at the Danish universities The Ministry of Higher Education and Science has approved to support ITU with 2.5 Mio DDK in the coming years, regarding:

1) creating an ITU PoC program (minimum 1 Mio DDK has been earmarked)
2) a model to support researchers' outgoing activities and services and
3) capacity building regarding how to drive and lead innovation

The focus in 2024 will be to accrue an action plan in collaboration between ITU InnoCollab and the Research Committee to ensure implementation of the 3 initiatives and to implement the action plan.

The collaboration between InnoCollab and the Research Committee has been initiated and the preliminary outcome looks promising. | The target is expected to be achieved. |

Strategic activities within the area of leadership and the organization:

Target	Follow up	Indicator
5. There will be a process to ensure an involving follow-up on the cross-cutting topics arising from the APV.	The restructuring of the scientific departments is in many ways also aiming to meet the findings in the APV e.g. creating transparency, trust, cross-cutting collaboration etc. The process has been (also going forward) very involving and includes input from both scientific and administrative departments. Furthermore, all administrative departments have followed up by creating specific department action plans that are to be evaluated before the end of the year.	The target is expected to be achieved.
6. The management group at ITU will create a codex for good leadership at ITU.	Working on a codex for good leadership at ITU, an ITU tailored focus on leadership will be developed.	The target is expected to be achieved.

	The development of the ITU leadership program will be based on what ITU prioritizes as good leadership, having the APV findings in mind. In the second to fourth quarter of 2024, a Leadership Development Program will be developed, to take place in 2025.	
7. ITU will improve the diverse and inclusive culture at the University.	The diversity and inclusion board will prepare an action plan for improving the diverse and inclusive culture in all parts of the organization. Enclosure: Action Plan for Diversity & Inclusion Activities - 2024 (itu.dk)	The action plan has been followed up until now and the target is expected to be achieved.
8. The organization will identify climate organizations initiatives regarding buildings and employee behavior.	This is to establish a climate baseline and point out possible climate initiatives. ITU will in 2024 start a ESG measurement to find out what the baseline are and where we should focus in the coming years ITU has initiated a collaboration with an external expert to ensure this new ESG implementation.	The target is expected to be achieved.

IT UNIVERSITY OF COPENHAGEN

Finance
September 4, 2024

Enclosure 3

Framework Budget 2025 - 2028

This presentation concerns the ITU Framework Budget for 2025-2028.

Summary
The Framework Budget shows a negative result of DKK 1.8 M in 2025 and an accumulated positive result of DKK 3.9 M throughout the four-year period.

The management pools will be DKK 5.4 M in 2025 and from 2026 and onwards the level is DKK 6.3 M to support strategic actions in the years to come. The management pools are increased from DKK 5.0 M to DKK 6.3 M to support further future investments in IT infrastructure and IT security.

The Framework Budget includes costs for developing, implementing, and operating the new sector-wide student information system (SIS).

The effects on admissions, student FTEs and government grants regarding the 2023 Educational Reform starts in 2024 and presents full effect around 2036.

Executive Management recommends that the Board approves the submitted Framework Budget and authorize Executive Management to prepare the Budget Proposal for 2025. We will present the Budget Proposal for 2025 at the Board meeting on 21 November 2024.

Equity and equity/income ratio

Table 1 shows equity and the equity/income ratio. Note that the equity end-year 2025 is based on the second quarter forecast 2024. In 2028, the equity ratio is at the preferred level of 0.18.

Table 1: Equity

Budget items (KDKK)	Forecast 2024 Q2	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028
Equity, end-year*	78,300	76,531	76,539	80,136	82,217
Equity/income ratio	0.18	0.17	0.16	0.17	0.18

Equity end-year 2024 is adjusted according to the estimated profit of DKK 3.0 M from the quarterly accounts per june 30

Staff

As shown in table 2, staff total has increased in 2025 compared to Budget 2024. The number of Researcher FTEs increases significantly caused by the expectation of more MSc students due to the forecast of additional study places in MSc study programmes taught in English.

The forecast regarding researchers externally funded is steady throughout the four-year period.

The forecast about the administrative staff includes additional administrative staff for the implementation of the new student system (SIS) in 2026, 2027 and 2028.

Table 2: Staff forecast

Staff Forecast (FTE)	Budget 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028
Researchers	122.9	131.1	130.2	130.2	129.2
Researchers, external funding*	94.3	91.3	90.8	88.0	90.9
Academic staff, full-time	**217.2**	**222.4**	**221.0**	**218.2**	**220.1**
External lecturers	18.0	19.1	19.1	19.1	19.2
Other part-time teachers and external examiners	38.3	38.7	38.5	38.1	38.1
Academic staff, part-time	**56.3**	**57.8**	**57.6**	**57.2**	**57.3**
Academic staff, M&A**	**11.4**	**11.4**	**11.4**	**11.4**	**11.4**
Academic departments, staff	**284.9**	**291.6**	**290.0**	**286.8**	**288.8**
Administrative departments, staff	**174.1**	**180.1**	**181.0**	**180.7**	**183.2**
Staff total	**459.0**	**471.7**	**471.0**	**467.5**	**472.0**
Administrative/academic staff ratio	**0.68**	**0.68**	**0.69**	**0.70**	**0.70**

*We have implemented a new calculation method more suitable for a larger project portfolio as of April 2024. Thus, we have adjusted Budget 2024 from 106.8 FTEs to 94.3 FTEs to the same method for better comparability in the sections below.
**M&A includes Head of departments, lab managers, student workers for research activities

The forecast shows the administrative/academic staff ratio is 0.70 in 2028, due to the implementation of SIS. In 2029, the administrative/academic staff ratio decrease towards 0.68, which is well below the average of the Danish university sector of approximately 0.75 (2023-level), all staff included.

We expect external funding of DKK 7.5 M/year for administrative staff positions, equivalent to 12.5 FTE's, similar to previous years. Hereof staff positions in administrative departments amount to DKK 4.9 M, equivalent to 7.5 FTE's.

Income and costs

In table 3, we show income and costs throughout the four-year period.

We regulate government grants with a +3.0 pct. average price/wage inflator, as stated in the Budget proposal act. We regulate personnel costs and other operating costs with +4.1 pct. and +1.2 pct. in 2025, respectively. The inflators from 2026 to 2028 are set at the 2025 level.

We elaborate on assumptions about income and costs in the sections below.

Table 3: Framework Budget 2025-2028

Budget items (KDKK)	Budget 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028
Study activity grants and tuition fees	163,434	173,553	174,375	173,787	174,316
Education, base grants	44,320	45,647	45,647	45,647	45,647
Research, base grants	148,679	154,536	156,579	156,579	156,579
Other government grants	-17,934	-17,852	-17,931	-17,765	-18,295
External research grants	89,043	90,606	90,077	84,454	87,207
Facilities subleasing	4,244	5,564	5,564	5,564	5,564
Other commercial activities and grants	6,833	11,314	10,280	11,356	12,431
Income	**438,619**	**463,367**	**464,590**	**459,620**	**463,448**
Personnel costs	59,659	57,713	57,374	54,051	55,812
Other operating income and costs	11,576	15,236	15,151	13,513	13,953
External research	**71,235**	**72,949**	**72,525**	**67,564**	**69,765**
Personnel costs	123,245	136,208	137,360	138,618	138,670
Other operating costs	14,329	13,499	13,037	13,388	13,302
Academic departments	**137,574**	**149,707**	**150,397**	**152,006**	**151,972**
Personnel costs	108,657	119,240	117,917	114,158	116,994
Other operating costs	45,243	47,512	47,171	46,128	47,407
Administrative departments	**153,900**	**166,753**	**165,089**	**160,286**	**164,401**
Building	**71,939**	**73,233**	**73,233**	**72,829**	**71,890**
Management pools	**4,991**	**5,413**	**6,258**	**6,258**	**6,258**
Ordinary operating net costs	**439,639**	**468,055**	**467,502**	**458,942**	**464,287**
Profit from ordinary operations	**-1,020**	**-4,688**	**-2,912**	**678**	**-838**
Financial income and costs	**1,519**	**2,919**	**2,919**	**2,919**	**2,919**
Profit	**499**	**-1,769**	**7**	**3,597**	**2,081**

Student activity grants and tuition fees

In general, we assume the Budget Proposal Act presented by the Government in August (FFL 2025), is passed by Parliament without substantial changes regarding the ITU.

In table 4, we show the student activity forecast in student FTEs and DKK, which we base on the admission forecast in table 5 and rates from the Budget Proposal Act in table 6.

Table 4: Student activity forecast

Study Activity Forecast	Budget 2024		Forecast 2025		Forecast 2026		Forecast 2027		Forecast 2028	
	units	KDKK	units	KDKK	units	KDKK	units	KDKK	units	KDKK
Students, BSc	833	61,710	831	63,409	827	63,127	802	61,181	787	60,089
Students, MSc	962	71,247	1,053	80,330	1,059	80,795	1,077	82,161	1,097	83,734
Students, guests	40	2,964	40	3,053	40	3,053	40	3,053	40	3,053
Students, foreign schoolarships	8	1,695	8	1,746	8	1,746	8	1,746	8	1,746
Students, full-time (FTE)	**1,843**	**137,616**	**1,931**	**148,537**	**1,934**	**148,721**	**1,926**	**148,141**	**1,932**	**148,622**
Students, part-time (FTE)	**43**	**8,934**	**48**	**8,487**	**52**	**9,314**	**54**	**9,364**	**54**	**9,364**
Employment bonus	100%	7,557	80%	6,550	80%	6,558	80%	6,532	80%	6,554
Excess study time bonus	100%	7,557	100%	8,156	100%	8,165	100%	8,133	100%	8,160
Quality		-0		0		0		0		0
Bonuses		**15,114**		**14,705**		**14,723**		**14,665**		**14,714**
Other student activity		**1,770**		**1,823**		**1,617**		**1,617**		**1,617**
Total income from study activity		**163,434**		**173,553**		**174,375**		**173,787**		**174,316**

The student activity forecast in table 4 shows a minor decrease in BSc students FTEs in the years 2025-2028 due to the reduction of BSc student admission as presented in the Reform of the Danish university education programmes. The opposite scenario is applicable for the MSc students where the forecast shows an increase in Student activity in the years 2025-2028. This is due to the increase in admission to study places in MSc study programmes taught in English as well as the introduction of the new MSc study programme for working professionals from 2026 and onwards, as shown in table 5.

The employment bonus decreases from 2025 and onwards compared to budget 2024 as the employment bonus is set at 100 pct. in 2024, as shown in table 4. Due to a government decision to nullify any negative COVID-19 effects on employment bonuses.

Table 5: Student admission forecast

Admission (Number of students)	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Actual 2023	Budget 2024	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028
B-SWU	162	195	163	153	164	160	156	160	160	160	160
B-DDIT	62	55	59	55	64	59	60	59	59	59	59
B-GBI	72	95	95	64	67	60	66	60	60	60	60
B-DS	68	88	79	66	92	80	87	80	80	80	80
BSc	**364**	**433**	**396**	**338**	**387**	**359**	**369**	**359**	**359**	**359**	**359**
K-DDIT	139	133	106	118	112	115	109	115	115	115	115
K-DIM	129	128	136	132	150	130	159	147	147	147	149
K-SD	107	145	120	107	133	120	132	133	133	133	135
K-DS	0	0	37	36	34	30	52	47	47	47	49
K-CS	80	87	96	92	102	102	106	112	112	112	114
K-GAMES	52	43	55	38	67	50	57	50	50	50	50
MSc	**507**	**536**	**550**	**523**	**598**	**547**	**615**	**604**	**604**	**604**	**612**
M-ILM	42	41	24	35	15	40	40	40	40	40	40
Master	**42**	**41**	**24**	**35**	**15**	**40**	**40**	**40**	**40**	**40**	**40**
Total	**913**	**1010**	**970**	**896**	**1000**	**946**	**1024**	**1003**	**1003**	**1003**	**1011**

Table 5 shows the current admission forecast for existing study programmes. The forecast includes the distribution of the additional new study places on MSc study programmes taught in English in 2024. We expect these additional study places to continue in 2025 and onwards. Starting from 2026 the 2023 Educational Reform will significantly change admissions and study programmes towards 2036.

Table 6: Student activity rates

Student activities rates (DKK)	2024 p/w 2024	2025 p/w 2025	2026 p/w 2025	2027 p/w 2025	2028 p/w 2025
Government Grant, BSc (FTE)	74,100	76,300	76,300	76,300	76,300
Government Grant, MSc (FTE)	74,100	76,300	76,300	76,300	76,300
Government Grant, Guest students (FTE)	74,100	76,300	76,300	76,300	76,300
Employment rate target	0.0%	95.7%	95.7%	95.7%	95.7%
Excess study time target months	3.9	4.4	4.4	4.4	4.4
Government Grant, part-time SEN (FTE)	44,300	44,300	44,300	44,300	44,300
Government Grant, part-time ILM (FTE)	32,000	32,900	32,900	32,900	32,900
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 2025.

Please note, there is no employment rate target in 2024, i.e. the target is set to 0.0 pct. Thus, 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 bonuses. From 2025 and onwards the employment rate target is reintroduced.

Base grants for education and research
Base grants for education and research increase from 2026 and onwards with DKK 2.0 M/year

Other government grants
Other government grants are negative by DKK 17.9 M in 2025 and onwards.

The negative grant of DKK 17.9 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 (DKK 17.2 M).

Other government grants include a new grant of DKK 2.4 M for developing and implementing new MSc study programmes for working professionals. The grant is distributed by DKK 0.8 M in 2025, 2026 and 2027.

External research grants

We expect income to increase to a steady level of DKK 80-90 M throughout the four-year period.

After some very successful years, the forecast shows that we expect to take home fewer awards in 2024, cf. table 7. We expect 2025 and onwards to return to the same successful level as previous years.

As in previous years we expect an average overhead contribution of 25 pct. for administration and infrastructure.

Table 7: Awards and income

Awards and income	Actual 2020	Actual 2021	Actual 2022	Actual 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028
Awards (KDKK)	88,020	65,160	88,220	89,730	41,500	89,000	93,000	95,000	97,000
Income (KDKK)	35,627	47,888	67,511	73,678	81,959	90,606	90,077	84,454	87,207
Senior Researchers (FTEs)	73.0	84.2	90.1	92.6	92.5	100.0	102.4	103.4	102.9
Income pr. senior researchers (KDKK)	488	569	749	796	886	906	880	817	847

Note: Senior Researchers are full professors and associate professors

Facilities subleasing

Compared to Budget 2024, facilities subleasing has increased to DKK 5.4 M in 2025 and onwards. The forecast is set at the current level of subleasing, i.e., 66 pct. office space available for subleasing from 2025 and onwards.

In 2024, we have reduced the total square meter of office space available for subleasing from 4,400 to 3,900 square meter.

Other commercial activities and grants

Other income from administrative departments has increased in 2025 compared to budget 2024, as the project ITU Open Entrepreneurship is extended.

Furthermore, we include a cautious expansion in revenue from DKK 2.5 M in 2024 to DKK 6.5 M in 2028 regarding income from ITU Professional Courses. ITU Professional Courses are currently exploring options for a significant expansion of teaching activities.

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 a standard set by Executive Management on teaching efficiency. As in previous years the teaching efficiency is set at 1,567 ECTS per teaching FTE.

The personnel costs in the academic departments have increased in 2025 and onwards compared to Budget 2024. This is due to the additional study places in MSc study programmes taught in English. Furthermore, researchers advance to senior researchers, and budget 2025 now includes the OK-24 collective agreement.

As in previous years, we do not expect the academic departments to utilize their full salaries budget. Thus, we reduce the full salaries budget by a factor of 0.98 in the Framework Budget.

Administrative departments

Administrative departments consist of costs regarding Student Affairs and Programmes, the Communication Department, the IT Department, Facilities Management, the Department of Finance, HR, Executive Management and finally provisions for holiday pay, parental leave, taxes, and other company matters.

In general, we allocate additional resources to the administrative departments from management reserves upon requests and within the average of the Danish university sector administrative/academic staff ratio of approximately 0.75.

The administrative personnel costs have increased in 2025 and onwards compared to Budget 2024. This is due to transfers from Management pools to support a larger faculty and increased student admission, salary increases according to the OK-24 collective agreement.

As in previous years, we do not expect the administrative departments to utilize their full salaries budget. Thus, we reduce the full salaries budget by a factor of 0.97 in the Framework Budget.

The administrative departments include the cost of implementing the new student information system (SIS). The implementation is scheduled to start in 2026 towards go live in 2028. The total project cost including reserves amounts to DKK 35 M. Furthermore, additional staff to replace operating staff working on the project is estimated to DKK 11.1 M.

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.

Furthermore, we have reclassified costs from other operating costs in the administrative departments to building costs in compliance with the new joint charts of account 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

The management pools will be DKK 5.4 M in 2025 and from 2026 and onwards the level is DKK 6.3 M to support strategic actions in the years to come. The management pools are increased from DKK 5.0 M to DKK 6.3 M to support further future investments in IT infrastructure and IT security.

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

Financial income and costs

Financial income and costs are return on investment in the securities portfolio of the IT University and bank deposit interests. The IT University has a significant surplus operating cashflow, which we place in a security portfolio to secure a decent interest.

The return on investment may fluctuate somewhat in the short term, but in the long term we secure a decent interest of DKK 0.9 M of our surplus cash flow.

As of 2024, the bank deposits interests have increased. The current interest rate on deposits is 3.35 pct. In previous years we did not include an estimate on interest rate on bank deposits, as it did not have a significant impact on the year-end result.

Uncertainties regarding the Framework Budget

The ordinary operating risks, which could affect the Framework Budget, include 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 Framework Budget result.

The simulation in figure 1 indicates that the probability of the actual result being at least DKK 4.0 M less than the budgeted result of DKK -1.8 M is approximately 20 pct. Equally, the probability of the actual result being at least DKK 4.0 M more than the budgeted result of DKK -1.8 M is approximately 20 pct.

The simulation does not include specific operating risks such as a new student information system (SIS) and the 2023 educational reform.

Figure 1: Operating uncertainties related to end year result 2025
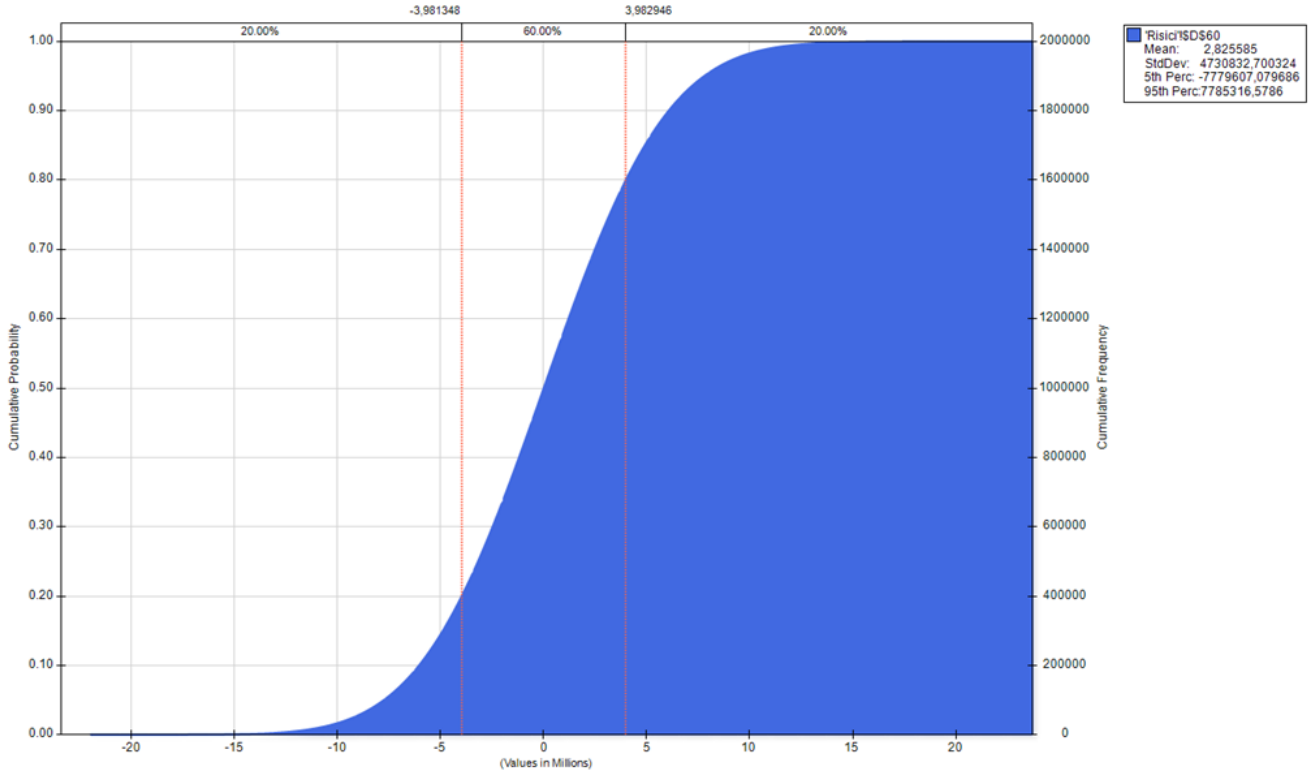
Enclosure 4

ITU Student Admission 2024

BSc admission 2024

Applications

BSc Programme	Applications 2022 (1st priority)	Applications 2023 (1st priority)	Applications 2024 (1st priority)
Software Development	255	235	227
Digital Design & Interactive Technologies	96	138	88
Global Business Informatics	119	122	109
Data Science*	257	279	358
Total	**727**	**774**	**782**

*Data Science is the only BSc programme with international student admission and the share of applications that are qualified are lower than for the other programmes with only Danish student admission.

Budget and Offer of Admission

In 2022 all universities including ITU experienced higher numbers of students rejecting the offer of admission and therefore the number of offers of admission was higher in 2023 (but ended being too high) and therefore adjusted again for 2024 to reach the budget by 1st October.

BSc Programme	Offer of Admission 2022	Offer of Admission 2023	Offer of Admission 2024	Budget 2024 (1st October)
Software Development	176	185	176	160
Digital Design & Interactive Technologies	69	76	75	59
Global Business Informatics	70	79	78	60
Data Science	101	115	111	80
Total	**416**	**455**	**440**	**359**

Grade Point Average and Gender Distribution
Statistics for applicants offered admission.

BSc Programme	Grade Point Average (quota 1)	Male %	Female %
Software Development	All qualified admitted	76%	24%
Digital Design & Interactive Technologies	7,0	44%	56%
Global Business Informatics	7,7	55%	45%
Data Science	8,4	61%	39%
Total		**63%**	**37%**

MSc admission 2024

Applications

From 2023 to 2024: 25 % increase.

MSc Programme	All applications 2022	All applications 2023	All applications 2024
Digital Innovation & Management	267	375	467
Digital Design & Interactive Technologies	230	275	330
Software Design	349	429	500
Computer Science	232	275	352
Games	145	156	171
Data Science	174	191	298
Total	**1397**	**1701**	**2118**

Budget and Offer of Admission

In 2022 all universities including ITU experienced higher numbers of students rejecting the offer of admission and therefore the number of offers of admission was higher in 2023 to reach the budget by 1st October.
In 2024 ITU has received extra English language study places as part of the University Reform. The extra places have been distributed to the programmes with the lowest unemployment (Computer Science, Software Design, Data Science and Digital Innovation & Management).

MSc Programme	Offer of Admission 2022	Offer of Admission 2023	Offer of Admission 2024	Budget 2024 (1st October) Incl. extra English language study places as part of the University Reform
Digital Innovation & Management	177	200	196	147
Digital Design & Interactive Technologies	145	147	153	115
Software Design	169	205	206	133
Computer Science	151	167	189	112
Games	68	98	84	50
Data Science	72	79	94	47
Total	**782**	**896**	**922**	**604**

Gender Distribution

Statistics for applicants offered admission.

MSc Programme	Male %	Female %
Digital Innovation & Management	52%	48%
Digital Design & Interactive Technologies	34%	66%
Software Design	52%	48%
Computer Science	76%	24%
Games	73%	27%
Data Science	56%	44%
Total	**56%**	**44%**

Enclosure 5a

Forretningsorden

Bestyrelsen

IT-Universitetet i København (ITU)

§ 1   Forretningsordenens hjemmel

Denne forretningsorden oprettes i henhold til vedtægterne for IT-Universitetet i København, § 7, nr. 14.

§ 2   Aldersgrænse

Bestyrelsesmedlemmer udtræder af bestyrelsen senest med udgangen af det kvartal, hvori medlemmet fylder 70 år.

§ 3   Uddannelse af bestyrelsesmedlemmer

Rektor introducerer nye medlemmer af bestyrelsen, herunder en eventuel ny formand, til ITU, herunder rammerne for ITU's virke, og ITU's universitetsdirektør introducerer nye bestyrelsesmedlemmer til ITU's økonomi.

Stk. 2   Der kan efter aftale med rektor afholdes relevante supplerende kurser for formanden for bestyrelsen og bestyrelsesmedlemmerne.

§ 4   Oplysninger om inhabilitet

Nye bestyrelsesmedlemmer er forpligtet til straks ved deres indtræden at orientere bestyrelsen om ethvert forhold, der kan have betydning for deres habilitet i forbindelse med bestyrelsesarbejdet.

§ 5   Bestyrelsesmødernes antal og indkaldelse

Bestyrelsesmøder afholdes mindst tre gange årligt og i øvrigt, når formanden anser det fornødent, samt når det begæres af et bestyrelsesmedlem eller et medlem af ITU's direktion/rektor. Herudover afholdes et årligt strategiseminar. Ordinære bestyrelsesmøder og det årlige strategiseminar afholdes efter en forud fastlagt og offentliggjort mødeplan, typisk én gang i kvartalet, kl. 14.00 – 17.00. Mødeplanen udarbejdes efter følgende retningslinjer:

- medio april: bestyrelsesmøde med henblik på godkendelse af årsregnskab for det foregående år (tidspunktet er fastlagt under hensyntagen til, at bestyrelsen skal underskrive årsregnskab inden 15. april), drøftelse af målopfyldelse for det afsluttede år, drøftelse af regnskabstal for det afsluttede år
- primo juni: strategiseminar, herunder drøftelse af overordnede økonomiske rammer og fordeling af midler til forskellige formål,
- medio september: bestyrelsesmøde med henblik på udarbejdelse af udkast til strategiske fokusområder for det kommende år samt råudkast til budget, selvevaluering af bestyrelsens arbejde, evaluering af den daglige universitetsledelses arbejde og af samarbejdet mellem bestyrelsen og universitetets daglige ledelse, og arbejdsplan for det følgende års møder,
- ultimo november: bestyrelsesmøde med henblik på vedtagelse af budget, måltal for det kommende år.

Stk. 2   Mødeplan udarbejdes for et kalenderår ad gangen og besluttes senest ved det næstsidste ordinære bestyrelsesmøde i et kalenderår. Mødeplanen indeholder angivelse af ordinære møder, formøder mellem formanden for bestyrelsen og rektor samt dato for udsendelse af dagsorden.

Stk. 3   Der kan ved behov indkaldes til ekstraordinært bestyrelsesmøde med henblik på behandling af pludseligt opståede, presserende sager eller i forbindelse med tilbagekaldelse af en af bestyrelsen tidligere truffet beslutning, jf. § 7, stk. 12. Dato og tidspunkt for et ekstraordinært bestyrelsesmøde fastlægges af formanden for bestyrelsen i samarbejde med rektor og indkaldes med længst muligt varsel.

Stk. 4   Hvis det bliver nødvendigt at ændre mødedato og/eller –tidspunkt for et allerede fastlagt møde, tilstræbes det, at mødet lægges sådan, at alle bestyrelsesmedlemmer kan være til stede på den ændrede dato og/eller det ændrede tidspunkt.

§ 6   Dagsorden

Dagsorden til bestyrelsesmøderne udarbejdes af rektor og skal indeholde angivelse af, hvilke sager der er til behandling, de til sagen hørende bilag (nummereret fortløbende) samt rektors uddybende kommentarer til sagerne. Dagsordenen skal herudover indeholde angivelse af, om de respektive sager er til beslutning, drøftelse eller orientering.

Stk. 2   På hvert bestyrelsesmøde skal dagsordenen mindst indeholde følgende
          punkter:

          1. Endelig godkendelse af referat fra sidste møde
          2. Orientering fra rektor
          3. Regnskabsopfølgning
          4. Eventuelt

Stk. 3   Emner, som et medlem af bestyrelsen ønsker drøftet på et kommende
          møde, indsendes skriftligt til rektor senest 8 dage før rektors formøde med
          bestyrelsesformanden. Dette formøde finder sted, når forslag til
          dagsordenen og rektors kommentarer til dagsordenen er udarbejdet, og
          sådan at endelig dagsorden, kan udsendes til bestyrelsens medlemmer
          minimum 8 dage før bestyrelsesmødet.

Stk. 4   Rektor er forpligtet til at inkludere alle rettidigt indkomne skriftlige forslag
          til dagsorden i det materiale, som rektor fremsender til
          bestyrelsesformanden inden det i stk. 3 omtalte formøde.

Stk. 5   Sager, der af rektor forelægges til beslutning i bestyrelsen, bør være så vidt
          færdigbehandlede, at der kun resterer bestyrelsens stillingtagen. I
          tvivlstilfælde er det bestyrelsen, der afgør hvilke sager, den vil behandle.

Stk. 6   Bestyrelsesformanden træffer i samråd med rektor beslutning om hvilke
          sager, der behandles som Fortrolig Information, jf. § 9.
          Bestyrelsesmedlemmerne er forpligtet til indtil bestyrelsesmødets afholdelse
          at respektere beslutningen om, hvilke sager der behandles som Fortrolig
          Information.

§ 7   Bestyrelsesmøderne

Bestyrelsesmøderne ledes af formanden.

Stk. 2   Bestyrelsesmøderne afholdes som udgangspunkt på ITU's adresse, men kan
          dog, hvis formanden beslutter det, afholdes andetsteds.

Stk. 3   Bestyrelsesmøder afholdes på engelsk, hvis mindst én af deltagerne ikke
          taler dansk; ellers på dansk. Skriftligt materiale udarbejdet internt og
          vedlagt til brug på bestyrelsesmøder skal være på engelsk. Dette inkluderer
          dagsorden, rektors bemærkninger til dagsordenspunkterne og alle bilag
          udarbejdet internt efter den 1. oktober 2011. Bilag, som ikke er udarbejdet
          på universitetet eller er skrevet før den 1. oktober 2011, kan være på

dansk. Fra den 1. oktober 2011 skrives referater fra møderne kun på engelsk. I overensstemmelse med universitetets sprogpolitik bør oversættelse af dokumenter fra dansk til engelsk og engelsk til dansk undgås; dokumenter bør kun findes på engelsk eller dansk, ikke både dansk og engelsk.

Stk. 4   Afbud til et indkaldt møde meddeles umiddelbart til rektor.

Stk. 5   Bestyrelsesmøderne er offentlige. Bestyrelsen kan imidlertid beslutte, at en sag behandles for lukkede døre, såfremt sagens karakter tilsiger dette, jf. § 8 i vedtægterne for IT-Universitetet i København.

Stk. 6   I tilfælde af formandens forfald eller inhabilitet varetager næstformanden, såfremt en sådan er udpeget, formandens opgaver i henhold til vedtægter og forretningsorden og de formanden i vedtægter og forretningsorden tillagte beføjelser og pligter.

Stk. 7   Et bestyrelsesmedlem, der er inhabil i relation til et spørgsmål, der behandles i bestyrelsen, har pligt til straks at underrette bestyrelsen om dette. Bestyrelsen beslutter, om medlemmet må deltage i behandlingen af det relevante spørgsmål.

Stk. 8   Bestyrelsen er beslutningsdygtig, når mindst fire medlemmer samt formanden er til stede. Bestyrelsen træffer afgørelser ved simpel stemmeflerhed og ved mundtlig afstemning; dog kræves til vedtagelse af forslag til budget, ansættelse og afskedigelse af rektor og ITU's øvrige øverste ledelse, strategi for ITU's langsigtede virksomhed og ledelse, større afvigelser fra det af bestyrelsen vedtagne budget og vedtægtsændringer, at mindst fem medlemmer af bestyrelsen og formanden er til stede, samt at mindst fem medlemmer og formanden stemmer for forslaget. Ved stemmelighed er formandens stemme afgørende.

Stk. 9   Bestyrelsen kan træffe afgørelser ved skriftlig votering, dog ikke i de spørgsmål, til hvis vedtagelse der kræves, at mindst fem bestyrelsesmedlemmer og formanden stemmer for.

Stk. 10   Bestyrelsesmedlemmer, som er forhindret i at være til stede ved et bestyrelsesmøde, kan stemme ved skriftlig fuldmagt.

Stk. 11   Et flertal af bestyrelsens medlemmer kan ved et bestyrelsesmøde træffe beslutning om at ændre bestyrelsesformandens og rektors afgørelse om, at information behandles som Fortrolig Information, til at informationen eller

en sammenfatning heraf behandles som Offentlig Tilgængelig Information, jf. § 9.

Stk. 12   Den samlede bestyrelse træffer umiddelbart efter behandlingen af en sag ved et bestyrelsesmøde beslutning om, hvorvidt hele eller dele af refereringen af sagen skal være Fortrolig Information, jf. § 9.

Stk. 13   Bestyrelsen kan i ganske særlige tilfælde, og da kun ved et bestyrelsesmøde, tilbagekalde en af bestyrelsen truffet beslutning. En sådan tilbagekaldt beslutning offentliggøres på sædvanlig vis på internettet med tydelig angivelse af, at det drejer sig om en tilbagekaldt beslutning. En tilbagekaldt beslutning offentliggøres ikke, hvis det drejer sig om Fortrolig Information, jf. § 9.

§ 8   Referat

Referenten udarbejder et beslutningsreferat med tydelig angivelse af

- tid og sted for mødet
- deltagere
- dagsorden
- konklusioner og trufne beslutninger.

Herudover skal referatet indeholde væsentlige synspunkter til et givent emne tilkendegivet af formanden eller bestyrelsens medlemmer. Formanden/et bestyrelsesmedlem har herudover ret til at få anført en evt. mindretalstilkendegivelse

Stk. 2   Referatet udsendes til bestyrelsens medlemmer senest 8 dage efter et afholdt møde og skal indeholde angivelse af 8 dages indsigelsesfrist. Er der ikke modtaget skriftlige indsigelser inden udløbet af denne frist, betragtes referatet som godkendt, og på mødet trufne beslutninger og tiltag kan derefter effektueres, og referatets Offentlig Tilgængelig Information kan offentliggøres, jf. § 11, stk. 1.

Forekommer der inden udløbet af indsigelsesfristen indsigelser af væsentlig karakter, skal der udsendes et revideret referat (med og uden korrekturtegn) til bestyrelsens medlemmer med yderligere 8 dages indsigelsesfrist.

Er der ikke efter udløbet af denne indsigelsesfrist yderligere indsigelser, kan referatet offentliggøres. Hvis der er yderligere indsigelser efter udløbet af

denne indsigelsesfrist, afventer offentliggørelse af referatet godkendelse ved førstkommende bestyrelsesmøde.

Stk. 3   Referatet godkendes formelt som første punkt på det næstkommende bestyrelsesmøde.

Stk. 4   Medlemmer af bestyrelsen, som ikke har deltaget i et bestyrelsesmøde, er forpligtet til at gøre sig bekendt med indholdet af referatet fra det relevante møde.

§ 9   Åbenhed

Studerende, ansatte og andre interesserede har som hovedregel adgang til information om bestyrelsens arbejde, herunder dokumenter om beslutningsgang (dagsorden m.v.), beslutningsgrundlag og bestyrelsesbeslutninger samt begrundelse. Bestyrelsen kan imidlertid undtagelsesvis undlade at give denne adgang, hvis sagernes karakter gør dem særligt følsomme. Der sondres i den forbindelse mellem to typer information; Fortrolig Information og Offentlig Tilgængelig Information.

Stk. 2   Ved Fortrolig Information forstås information, som formanden og bestyrelsens medlemmer forventes ikke at videregive til personer uden for bestyrelsen. Som eksempel på Fortrolig Information kan nævnes personsager (for eksempel ansættelse af rektor), økonomisk følsomme spørgsmål eller overvejelser om strategiske alliancer.

Stk. 3   Ved Offentlig Tilgængelig Information forstås information, som ethvert medlem af offentligheden kan få adgang til.

Stk. 4   Et dokument eksempelvis en dagsorden eller et referat kan indeholde såvel Fortrolig Information som Offentlig Tilgængelig Information. Hvis dette er tilfældet, betragtes dokumentet som Fortrolig Information. I tilknytning til den Fortrolige Information i dokumentet angives en kort begrundelse herfor. En offentlig tilgængelig version af dokumentet skal udarbejdes.

Stk. 5   Når et dokument indeholder såvel Fortrolig Information som Offentlig Tilgængelig Information, skal det klart være angivet, hvilke dele af informationerne der er fortrolige.

Stk. 6   Samtidig med at dagsordenen og baggrundsmateriale tilsendes bestyrelsens medlemmer, jf. § 6, stk. 3, offentliggøres den offentligt tilgængelige version af materialet på ITU's internetside, jf. 11, stk. 1.

Stk. 7   Bestyrelsesmedlemmer er berettiget til at drøfte Offentligt Tilgængelig Information med enhver, der har interesse i dette, også inden bestyrelsesmødet.

§ 10   Interne høringer

Rektor kan inden et bestyrelsesmøde bestemme at sende information, som påtænkes fremlagt for bestyrelsen, til intern høring blandt studerende og ansatte eller udvalgte grupper af disse.

Stk. 2   Hvis Fortrolig Information i forbindelse med en intern høring gøres tilgængelig for udvalgte grupper af studerende og ansatte, skal rektor orientere repræsentanten for ITU's videnskabelige personale, repræsentanten for det tekniske og administrative personale på ITU og repræsentanterne for de studerende på ITU i bestyrelsen om dette, herunder om hvem den Fortrolige Information er udleveret til. Repræsentanten for ITU's videnskabelige personale, for det tekniske og administrative personale og repræsentanterne for de studerende på ITU i bestyrelsen er herefter berettiget til at drøfte den relevante Fortrolige Information med de personer, som rektor har udleveret informationen til.

§ 11   Kommunikationspolitik

Universitetslovens krav om åbenhed i bestyrelsens arbejde forvaltes ved, at der oprettes en hjemmeside på ITU's internet-site med følgende indhold:

- bestyrelsens sammensætning (fx navn, titel, virksomhed, kontaktinformation)
- valgregler
- forretningsorden
- mødeplan
- Offentligt Tilgængelige Versioner af dagsordener, jf. § 9 stk. 3.
- Offentligt Tilgængelige Versioner af referater, jf. § 8 stk. 2.
- yderligere Offentligt Tilgængelige Versioner af materiale efter aftale med bestyrelsens medlemmer eller på foranledning af rektor.

Stk. 2   Rektor repræsenterer bestyrelsen i forhold til ansatte og studerende på ITU, medmindre bestyrelsen eller bestyrelsesformanden konkret beslutter andet.

Stk. 3   Uden for bestyrelsesmøderne udtaler bestyrelsesmedlemmer sig ikke i deres egenskab heraf til pressen om ITU, medmindre bestyrelsen eller bestyrelsesformanden konkret beslutter andet.

Stk. 4   Rektor repræsenterer i det daglige ITU udadtil i overensstemmelse med bestyrelsens instrukser og synspunkter, i det omfang der er tale om et bestyrelsesanliggende.

§ 12 Bestyrelsens formand

Bestyrelsesformanden er talsmand for bestyrelsen og varetager den løbende kontakt til rektor mellem bestyrelsesmøderne.

§ 13 Ændringer og tillæg

Ændringer eller tillæg til forretningsordenen kan ske, såfremt et flertal af bestyrelsens medlemmer stemmer herfor.

Stk. 2   Forretningsordenen gennemgås årligt af bestyrelsen med henblik på at sikre, at den altid er tilpasset universitetets behov.

§ 14 Udlevering af forretningsordenen

En kopi af den til enhver tid gældende forretningsorden udleveres til bestyrelsens medlemmer og rektor. Disse modtager ligeledes et eksemplar af ITU's vedtægter.

Stk. 2   Såfremt nye medlemmer indtræder i bestyrelsen, skal forretningsordenen gennemgås med disse med henblik på at sikre, at medlemmet har gjort sig bekendt med og forstår denne forretningsorden.

Således besluttet og godkendt ved bestyrelsesmøde, torsdag den 20. september 2018

På bestyrelsens vegne

Maria Rørbye Rønn

Formand

Enclosure 5b

Rules of Procedure

The Board

IT University of Copenhagen (ITU)

§ 1   Authority of the Rules of Procedure

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

§ 2   Age limit

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

§ 3   Training of Board Members

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

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

§ 4   Information about incapacity

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

§ 5   Numbers and summons of Board Meetings

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

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

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

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

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

§ 6   Agenda

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

Ss. 2   At every Board Meeting, the agenda must contain at least the following items:

1. Final approval of minutes from the previous meeting
2. Briefing by the Vice Chancellor
3. Follow-up on accounts
4. Any Other Business

Ss. 3   Items, which a Member of the Board wishes to be discussed at a future meeting, are sent in writing to the Vice Chancellor, at the latest, 8 days previous to the Vice Chancellor´s pre-meeting with the Chairman of the Board. This pre-meeting takes place when proposals for the agenda and the Vice Chancellor´s comments on the agenda are worked out, so that a final agenda can be sent out to the Members of the Board, with a minimum of 8 days previous to the Board Meeting.

Ss. 4   The Vice Chancellor is under obligation to include all suggestions in writing received in time for the agenda in the material that the Vice Chancellor sends to the Chairman of the Board, previous to the meeting mentioned in subsection 3.

Ss. 5   Matters, which the Vice Chancellor lays before the Board, ought to be finalized to the point, that only requires the Board to take a stand. In case of doubt, it is for the Board to decide which cases to consider.

Ss. 6   The Chairman of the Board decides in concert with the Vice Chancellor which matters are considered as Confidential Information, cf. § 9. Until the

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

§ 7 Board Meetings

The Board Meetings are managed by the Chairman.

Ss. 2   As starting point, the Board Meetings take place at the IT University´s address, but can take place elsewhere, if the Chairman decides so.

Ss. 3   Board Meetings are conducted in English, if at least one participant does not speak Danish; otherwise in Danish. Written material prepared in-house and enclosed for use at Board Meetings must be in English. This includes the agenda, the Vice Chancellor´s comments on the items of the agenda, and all enclosures prepared in-house after October 1st, 2011. Enclosures that are not authored at the University or are written before October 1st , 2011, may be in Danish. As from October 1st , 2011, minutes from the meetings will be in English only. In accordance with the language policy of the University, translation of documents from Danish into English and English into Danish should be avoided; documents should exist in English or Danish, not in both Danish and English.

Ss. 4   Regrets for a summoned meeting are communicated immediately to the Vice Chancellor.

Ss. 5   The Board Meetings are public. However, the Board can decide that a matter is considered behind closed doors if the character of the matter requires this, cf. § 8 in the regulations of the IT University of Copenhagen.

Ss. 6   In case of the Chairman is prevented from attending or being disqualified, the Deputy Chairman, if such is appointed, manages the Chairman´s job according to regulations and rules of procedure, and the authorities and duties given to the Chairman in regulations and rules of procedure.

Ss. 7   A Board Member, who is disqualified in relation to a matter considered by the Board, has a duty to immediately inform the Board about this. The Board decides whether the Member can join the consideration of the matter in question, or not.

Ss. 8   The Board forms a quorum when at least four Members and the Chairman are present. The Board decides on a matter by simple majority of votes and

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

Ss. 9 The Board can make decisions by voting in writing, however not on those matters to which a decision demands that at least five Members of the Board and the Chairman vote in favor for.

Ss 10 A Board Member, who is prevented from being present at a Board Meeting, can vote by written authority.

Ss. 11 At a Board Meeting, a majority of the Board Members can decide to change the Chairman of the Board´s and the Vice Chancellor´s decision on handling information as Confidential Information, so that this information or a summary of this is handled as Public Available Information, cf. § 9.

Ss. 12 The joint Board decides immediately after the discussion of a matter at a Board Meeting whether the total or parts of the minutes of the matter have to be Confidential Information, cf. § 9.

Ss. 13 In very special cases and only at a Board Meeting, the Board can withdraw a decision made by the Board. Such a withdrawn decision is made public the usual way on the internet, with clear specification that it concerns a withdrawn decision. A withdrawn decision is not made public available, if it concerns Confidential Information, cf. § 9.

§ 8   Minutes

The minutes taker writes the resolution minutes with clear specification of

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

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

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

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

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

Ss. 3 The minutes are formally approved as the first issue at the next Board Meeting.

Ss. 4 Members of the Board, who have not been present at a Board Meeting, are obliged to acquaint themselves with the contents of the minutes from the relevant meeting.

§ 9   Openness

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

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

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

Ss. 3   Public Available Information is information, which any member of the public has access to.

Ss. 4   A document, for example, an agenda or minutes, can contain Confidential Information as well as Public Available Information. If such is the case, the document is considered as Confidential Information. In connection with the Confidential Information in the document is specified a short explanation. A Public Available version of the document must be worked out.

Ss. 5   When a document contains Confidential Information, as well as Public Available Information, it must be clearly specified which parts of the information are confidential.

Ss. 6   At the same time as the Agenda and the background material are sent to the Members of the Board, cf. § 6, ss. 3, the Public Available version of the material is made public at the University's webpage, cf. § 11, ss. 1.

Ss. 7   Board Members are entitled to discuss Public Available Information with anyone who has an interest in this, also previous to the Board Meeting.

§ 10   Internal submissions

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

Ss. 2   If Confidential Information in connection with an internal submission is made public to selected groups of students and employees, the Vice Chancellor must inform the representative for the University´s researchers, the representative for the technical and administrative staff at the University, and the representatives for the Universtity´s students about this, including to whom the Confidential Information has been given. The representative for the university's researchers, the representative for the technical and administrative staff, and the representatives for the students at the University on the Board are subsequently entitled to discuss the relevant Confidential Information with those, to whom the Vice Chancellor has given the information.

§ 11   Communication Policy

The demand in the University Law on openness in the Board´s work is managed by the setting up of a webpage on the University´s internet-site containing the following:

- the Board´s composition (for example name, title, work, contact information)
- Election Rules
- Rules of Procedure
- Meeting Plan
- Public Available versions of Agendas, cf. § 9 stk. 3
- Public Available versions of Minutes, cf. § 8 stk. 2.
- Further Public Available versions of material by agreement with the Members of the Board, or at the request of the Vice Chancellor.
-

Ss. 2   The Vice Chancellor represents the Board in relation with staff and students at the University, unless the Board or the Chairman of the Board actually decides otherwise.

Ss. 3   Outside of the Board Meetings, the Board Members do not declare themselves as such to the press, unless the Board or the Chairman of the Board actually decides otherwise.

Ss. 4   The Vice Chancellor represents, in everyday life, the University publicly, according to the Board´s instructions and views to the extent it concerns Board matters.

§ 12   Chairman of the Board

The Chairman of the Board is spokesman for the Board and manages current contacts to the Vice Chancellor between the Board Meetings.

§ 13   Changes and Addenda

Changes of or addenda to the Rules of Procedure are possible, if a majority of the Board votes in favor for.

Ss. 2   The Rules of Procedure are reviewed yearly by the Board to ensure that they are always adjusted to the demands of the University.

§ 14   Issue of the Rules of Procedure

Copies of the updated Rules of Procedure are issued to the Board Members and the Vice Chancellor. They also receive a copy of the University´s regulations.

Ss. 2   If new Members join the Board, the Rules of Procedure are reviewed to ensure that the members have made themselves acquainted with and understand these rules.

Thus decided on and approved at the Board Meeting, Thursday September 20, 2018

On behalf of the Board,

Maria Rørbye Rønn

Chairman

Enclosure 6
ITU-Board Self-evaluation Questionnaire

Name of Board Member:

Date:

5 = Yes, totally agree, **4** = Yes, partly agree, **3** = No, disagree, **2** = No, totally disagree, **1** = ?/do not know

The Board´s size and composition

		5	4	3	2	1
1)	Does the ITU Board have the right size?	☐	☐	☐	☐	☐

Comments/suggestions:

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

	5	4	3	2	1
• *Higher education?*	☐	☐	☐	☐	☐
• *Research?*	☐	☐	☐	☐	☐
• *Finances?*	☐	☐	☐	☐	☐
• *Market conditions?*	☐	☐	☐	☐	☐
• *Strategy?*	☐	☐	☐	☐	☐
• *IT?*	☐	☐	☐	☐	☐
• *Management?*	☐	☐	☐	☐	☐

Comments/suggestions:

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

Comments:

Board Meetings

4) Is the material sent out before the meetings

	5	4	3	2	1
• Sufficiently relevant, clear and comprehensable?	☐	☐	☐	☐	☐
• Of adequate quantity?	☐	☐	☐	☐	☐
• Sufficient as basis for decisions?	☐	☐	☐	☐	☐

Comments/suggestions:

5)   Is further information between the board meetings necessary?   Yes: ☐   No: ☐

Comments/suggestions:

6)   Is the present number of board meetings sufficient?   ☐ ☐ ☐ ☐ ☐

Comments/suggestions:

7)   Is there enough time to adequately discuss the individual items on the agenda at the board meetings?   ☐ ☐ ☐ ☐ ☐

Comments/suggestions:

8)   Is the dialogue sufficiently open and free and does everybody get a chance to speak?   ☐ ☐ ☐ ☐ ☐

Comments/suggestions:

9)   Is the clarification of the issues being discussed at the board meetings adequate?   ☐ ☐ ☐ ☐ ☐

Comments/suggestions:

The Board´s work

10)   Is the Board´s current evaluation of the budget of the ITU satisfactory?   ☐ ☐ ☐ ☐ ☐

Comments/suggestions:

11)   Is the Board´s current position on the strategic conditions of the ITU satisfactory?   ☐ ☐ ☐ ☐ ☐

Comments/suggestions:

12) Does the Board sufficiently focus on the risk factors that can influence the future goals and position of the ITU? ☐ ☐ ☐ ☐ ☐

Comments/suggestions:

13) Does the Board interact actively with the Management concerning the development of the ITU? ☐ ☐ ☐ ☐ ☐

Comments/suggestions:

14) As a whole, is the work of the ITU Board satisfactory? ☐ ☐ ☐ ☐ ☐

Comments/suggestions:

The Boards´s chairmanship

15) Is the interaction between the Board and the Chairman/chairmanship of the Board satisfactory? ☐ ☐ ☐ ☐ ☐

Comments/suggestions:

16) Does the Chairman/chairmanship of the Board make sure that the Board focuses on the right problems? ☐ ☐ ☐ ☐ ☐

Comments/suggestions:

17) Does the Chairman of the Board make sure that the board meetings are sufficiently efficient and constructive? ☐ ☐ ☐ ☐ ☐

Comments/suggestions:

18) Does the Chairman/chairmanship of the Board make sure that a reasonable and regular evaluation of the strategies and of the implementation of these takes place? ☐ ☐ ☐ ☐ ☐

Comments/suggestions:

Evaluation of the Board

19) Is it relevant to have regular evaluations of the Board´s composition, efficiency, etc., as a whole?

☐ ☐ ☐ ☐ ☐

Comments/suggestions:

Evaluation of the Executive Management

20) Is the work of the Executive Management satisfactory?

☐ ☐ ☐ ☐ ☐

Comments/suggestions:

Evaluation of the co-operation between the Board and the Executive Management

21) Is the co-operation between the Board and the Executive Management satisfactory?

☐ ☐ ☐ ☐ ☐

Comments/suggestions:

Other conditions

22) Should other conditions be part of the discussions of the ITU Board?

Comments/suggestions: