

For the Members of the Board

Executive Management
Direct phone: +45 7218 5072
E-mail: gigr@itu.dk
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Confidential Items are marked in grey and are only for the Board's own use. This applies to enclosures marked in grey as well.

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

Agenda for the IT University Board Meeting on Thursday, September 18, 2025, at 14:00 – 17:00, in room 3A20/28, IT University of Copenhagen, Rued Langgaards Vej 7, 2300 Copenhagen S

Public items:

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

2. News From ITU (briefing)

Enclosure 1: Statement of Academic Freedom, ITU, 2025

3. Fulfilment of Strategic Contract Targets 2025 (discussion)

Enclosure 2: Follow-up on Focal Strategic Targets 2025

4. Student Intake, Autumn 2025 (briefing)

Enclosure 3: ITU Student Admission 2025

Enclosure 4: Application and Intake 2016 - 2025

5. Framework Budget 2026 – 2029 (decision)

Enclosure 5: Framework Budget 2026 – 2029

Confidential items:

6.

Public item:

7. Executive-level Employers' Panel Report 2025 (briefing)

Enclosure 7: Executive-level Employers' Panel Report 2025

8. Articles of Association of the IT University of Copenhagen – required changes (decision)

Enclosure 8a: Reviderede Vedtægter for IT-Universitetet i København (ITU) – med mark-ups

Enclosure 8b: Revideret Tillæg 1 til Vedtægter for IT-Universitetet i København (ITU) – uden mark-ups

Enclosure 8c: Revised Articles of Association of the IT University of Copenhagen – with mark-ups

Enclosure 8d: Revised Appendix 1 to the Articles of Association of the IT University of Copenhagen - without mark-ups

9. Rules of Procedure Review (decision)

Enclosure 9a: Revideret Forretningsorden, Bestyrelsen, IT-Universitetet i København – med mark-ups

Enclosure 9b: Revised Rules of Procedure, The Board, IT University of Copenhagen – with mark-ups

10. The Board's Self-evaluation 2025 (decision)

Enclosure 10: The Board's Self-evaluation Questionnaire

11. Questions Regarding Mail-delivered Briefings (briefing)

12. Any Other Business

13. The Board's 15 Minutes

The Executive Management's comments on the agenda

Public items:

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

No comments to the minutes from the meeting on April 3, 2025, have been received.

Recommendation:

The Executive Management recommend that the minutes be approved.

Item 2: News From ITU (briefing)

- Organizational Update
- Statement on Academic Freedom

Enclosure 1: Statement of Academic Freedom, ITU, 2025

At the meeting, Executive Management will give a short briefing and follow-up on what is happening at ITU.

Item 3: Fulfilment of Strategic Contract Targets 2025 (discussion)

Enclosure 2: Follow-up on Focal Strategic Targets 2025

We refer to the enclosure.

Item 4: Student Intake, Autumn 2025 (briefing)

Enclosure 3: ITU Student Admission 2025

Enclosure 4: Application and Intake 2016 - 2025

We refer to the enclosures.

Item 5: Framework Budget 2026 – 2029 (decision)

Enclosure 5: Framework Budget 2026 – 2029

We refer to the enclosure.

Recommendation:

The Executive Management recommend that the Framework Budget 2026 – 2029 be approved.

Confidential item:

Item 6

Public items:

Item 7: Executive-level Employers' Panel Report 2025 (briefing)

Enclosure 7: Executive-level Employers' Panel Report 2025

We refer to the enclosure. At the meeting, Per Bruun Brockhoff will give a briefing of the highlights of the report.

(Due to lack of time, this item was postponed at the board meeting on April 3, 2025.)

Item 8: Articles of Association of the IT University of Copenhagen – required Changes (decision)

Enclosure 8a: Reviderede Vedtægter for IT-Universitetet i København (ITU) – med mark-ups

Enclosure 8b: Revideret Tillæg 1 til Vedtægter for IT-Universitetet i København (ITU) – uden mark-ups

Enclosure 8c: Revised Articles of Association of the IT University of Copenhagen – with mark-ups

Enclosure 8d: Revised Appendix 1 to the Articles of Association of the IT University of Copenhagen – without mark-ups

An amendment to the Danish University Act came into force on January 1, 2025. Consequently, it is necessary to make some changes in the Articles of Association of the ITU and to send the revised Articles of Association to the Danish Agency for Higher Education and Science for approval by April 1, 2026, at the latest.

With the amendment a simpler model for the recommendation and appointment process has been established when appointing external members of the university boards. The model implies merging the two current recommendation and appointment committees into one appointment committee that will handle the overall process of searching for and appointing external board members.

The new appointment committee will have 9 members – with the Chairman of the Board as the Chairman of the committee, 3 members appointed by and among the board members (1 representing the staff, 1 representing the students, and 1 external board member), and 5 external members (2 appointed by the Rector among the members of the Executive-level Employers' Panel, and 3 members appointed by the Rector after previous discussion on the university management forum, cf. the draft amendment to the Articles of Association of the ITU). The new procedure is described in Appendix 1 to the Articles of Association of the ITU – see the enclosures 8a-8d with and without mark-ups; especially 8b (in Danish), and 8d (in English).

Together with the amendment it is recommended to change the titles "bestyrelsesformand" and "næstformand" to "bestyrelsesleder" and "vicebestyrelsesleder" (in Danish) and the titles "Chairman of the Board" and "Deputy Chairman of the Board" to "Chair of the Board" and "Deputy Chair of the Board" (in English), and similarly to change these titles in the other ITU bodies, committees and councils. Finally, it is recommended to change the English title "Vice Chancellor" to "Rector", which is being used now.

The draft has been discussed with the Danish Agency for Higher Education and Science. This does not imply that the document automatically at this point will be approved by the agency. The Danish draft will – when approved by the board – be sent to the Danish Agency for Higher Education and Science for approval. The English draft will be given an additional linguistic review.

Recommendation:

The Executive Management recommend that the revised Articles of the IT University of Copenhagen be approved and signed.

Item 9: Rules of Procedure Review (decision)

Enclosure 9a: Revideret Forretningsorden, Bestyrelsen, IT-Universitetet i København – med mark-ups

Enclosure 9b: Revised Rules of Procedure, the Board, IT University of Copenhagen – with mark-ups

As a consequence to the recommended changes of the titles "bestyrelsesformand" and "næstformand" to "bestyrelsesleder" and "vicebestyrelsesleder" (in Danish) and "Chairman of the Board" and "Deputy Chairman of the Board" to "Chair of the Board" and "Deputy Chair of the Board" (in English) in the Articles of Association of the ITU, it is recommended to change the same titles in the Rules of Procedure. The same goes for changing the English title "Vice Chancellor" to Rector.

Recommendation:

The Executive Management recommend that the revised Rules of Procedure be approved and signed.

Item 10: The Board's Self-evaluation 2025 (decision)

Enclosure 10: 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 2025. 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 Wednesday, October 8, 2025, 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 27, 2025, 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.

Item 11: Questions Regarding Mail-delivered Briefings (briefing)

2025-09-09: Information on Q2 2025 Financial Follow-up

2025-05-22: Information on Q1 2025 Financial Follow-up

2025-05-14: Follow-up on Strategic Targets for 2025 as of April 1, 2025

Item 12: Any Other Business

Item 13: The Board's 15 Minutes

Yours sincerely,

Gitte Gramstrup
Assistant to the Executive Management

Enclosure 1

Statement on Academic Freedom, ITU, 2025

Version of 6 January 2025, Thore Husfeldt

This document includes a draft statement on Academic Freedom produced by Elisa Mekler, Christopher Gad, and Thore Husfeldt during 2024 on behalf of ITU faculty. The result can be found in the section *ITU Draft Statement*. A section *Notable Points* makes explicit how and why the ITU Statement interestingly differs from related statements. A supplementary section *Related Statements* gives an overview of other sources that were used to produce the ITU Statement.

Partial timeline:

- 5 December 2022; ITU Faculty Club meeting on academic freedom.
- Spring 2024: the ITU Heads of Departements (Pries-Heje, Sestoft, Malmorg) asked EM, CG, TH to produce a ITU Draft Statement; this was done during a few rounds of collaborative editing.
- 16 May 2024: The draft statement was presented to ITU Research Committee (Jens Christian Godsken, pro rector, meeting chair; Per Bruun Brochhoff, rector; Peter Sestoft, HoD CS; Lone Malmborg, HoD DD; Lene Pries-Heje, HoD BIT).
- 29 August 2024: Another meeting in the research committee (Lone Malmborg, pro rector, meeting chair; Per Bruun Brochhoff, rector; Peter Sestoft, HoD CS, Morten Hjelholt, HoD DD, Steffen Dalsgaard, HoD BIT) agreed to remove the final paragraph of the May draft: "ITU is committed to academic freedom as a central value in the conduct of research, teaching, and open public discussion. Furthermore, because information technology now profoundly shapes society and the public sphere, IT University of Copenhagen also plays a special role in ensuring that freedom of thought and expression thrives outside of academia and is extended to all participants in open societies."
- Two attempts at asking third parties during Fall 2024 to improve the English prose in the draft statement failed – either no useful changes were proposed, or too drastic tonal shifts were proposed that would require extra rounds of editing. TH decided to keep the agreed-on 29 August 2024 version with no changes, mainly for reasons of procedural integrity.
- RC meeting on 4 Dec. 2024 suggested further wording changes regarding education.

ITU Draft Statement (version from 3 December 2024)

The goal of the university is to seek, create and disseminate knowledge for the benefit of society and humanity. The protection of academic freedoms is a fundamental prerequisite for fulfilling those goals. These freedoms include freedom of research, freedom of education, and freedom of expression.

- Freedom of research refers to the researcher's obligation and privilege to engage in free and independent inquiry, guided by a commitment to the highest scholarly and disciplinary norms, standards and ethics within their respective research fields. The university shall ensure that such investigations are not inhibited solely because some find them controversial, offensive, immoral, or misguided.
- This principle extends to freedom of education. Both the educator and the student are bound by the education's purpose and framework and engage with the curriculum. But the pursuit of knowledge happens through openness to critique, respect for correctness, and pluralism, as well as for different disciplinary methods and epistemological traditions. The exposure to new ideas and methods, as well as interactions with other students, can fundamentally challenge established doctrines as well as political, philosophical, and religious beliefs. In fact, both teachers and students must expect free and critical thinking and debate to occur at the university. The foundation is trust in the educator's ability to teach based on their own academic and pedagogical choices in respect for academic values.
- Freedom of expression including open critique of ideas and states of affairs is a fundamental principle both to liberal democracy and academia. Freedom of expressions extends to everyone at the university. Some limits are set by the law as well as the scholarly obligations of professionalism and codes of conduct. Employees are obliged to share research insights and results and are encouraged to participate in public debates. In doing so they are expected to maintain a culture of civility and informed discourse in their public appearances. However, the right to free expression cannot be subsumed to what is considered good conduct or polite behavior. Protest is viewed as a

legitimate means of free expression, but the distinction between non-disruptive and disruptive protest is essential. Limiting the rights of others to engage in free expression, academic pursuits, and open discourse is a violation of the university's commitment to free expression.

Notable Points

The ITU Draft Statement is deliberately *short*.

The ITU Draft Statement deliberately extends the *scope* of academic freedom by breaking it into 3 bullet points. The first of these points concerns freedom of inquiry and is consistent in spirit and scope with many of the related statements. The second point addresses freedom of *education*; which is not mentioned in many of the related statements, including the original Chicago Declaration. The role of the third bullet point aims to include everyone at ITU (rather than just scientific personnell) under these principles.

Related Statements

We were asked to use following documents as reference material for drafting the statement. Except for the last, they are public.

1. The “Chicago Principles” from 2014, which has been seminal for the creation of similar statement at many universities. provost.uchicago.edu/sites/default/files/documents/reports/FOECommitteeReport.pdf.
2. The Academic Freedom declaration on the FIRE website (then, the Foundation for Individual Rights in Education, now ... and Expression) at www.thefire.org/defending-your-rights/academic-freedom.
3. Similar Academic Freedom statements from other Danish universities: Aarhus (2022, medarbejdere.au.dk/strategi/erklæring-ytringsfrihed-for-medarbejdere-og-studerende-paa-aarhus-universitet), Roskilde (2023, ruc.dk/sites/default/files/2023-04/Erklæring_om_Akademisk_Frihed_Roskilde_Universitet_2023.pdf), CBS (2022, www.cbs.dk/cbs-agenda/indsatsomraader/nyheder/cbs-vedtaget-erklæring-ytringsfrihed), SDU (www.sdu.dk/da/nyheder/erklæring-om-forsknings-

undervisnings-og-ytringsfrihed), and Udvalget til beskyttelse af videnskabeligt arbejde UBVA (forskerportalen.dk/da/akademisk-frihed/)

4. The draft national codex *Kodeks for integritet i forskning* by Forskningspolitisk udvalg under Danske universiteter, in particular the section on *Forskningsfrihed*. This document is not public yet and scheduled to appear in early 2025. The present ITU draft is *consistent* with (and in some respects subsumed by) the codex.

Enclosure 2 Follow-up on Strategic Targets for 2025

The report stated in the chart below represents the results as of 1 July 2025.

Signature:



The time and activity schedule of the target has been kept.



The time and activity schedule of the target has not been kept. However, it is still estimated that the target can be reached within the period, as the delays are not critical.



The time and activity schedule of the target has not been kept, and if the present development continues, it will not be possible to reach the target within the time frame.



The time and activity schedule of the target has not yet launched, or data is not yet available.

Target	Description	Comments	Status
T1 Strategisk mål 1	In 2025, the IT University will continue the implementation of the Lifelong Learning Strategy in accordance with the Implementation Plan.	The implementation of the Lifelong Learning Strategy is progressing according to the plan. A governance structure has been established and integrated into the Pro-rector's portfolio of responsibilities. Data on sales, marketing performance and customer engagement is in the process of being incorporated into a real-time Power BI solution to support portfolio development decisions. New courses are in the development, including new modules for the Master in IT Management study programme and short courses for ITU Professional Courses. Work is also underway – led by the Head of Education – on recognising teaching loads associated with lifelong learning activities. The planned improvements in marketing and communication are taking shape: a marketing automation system is close to being finalised, and efforts are ongoing to make the IT University's web communication more market oriented. The physical teaching facilities are now fully operational, and lifelong learning activities will take place in dedicated spaces. The target is expected to be achieved in 2025. There will be a follow-up after third quarter 2025.	

T32 Strategisk mål 2	In 2025, the ESG Action Plan will be implemented in the administration of the IT University.	The Steering Group held a meeting before the summer holidays, where it decided to recommend to the Board of Directors that an ESG Report for 2025 will be written and published in the spring of 2026. The Board of Directors approved the plan before the summer holidays and the work will begin in the autumn of 2025. The target is expected to be achieved in 2025. There will be a follow-up after third quarter 2025.	
T30 Strategisk mål 3	The nine Research Sections created in 2024 will be fully organisationally implemented in 2025 at the IT University.	As reported after first quarter of 2025, the effort to consolidate the transition from departments to sections in the faculty area is still the number one priority of the Pro-rector. The effort is (still) primarily focused on three streams, namely onboarding new Heads of Sections to the role as leaders both in terms of values and know-how of IT University processes, establishing and strengthening collective leadership and relationship-building horizontally as well as vertically, and adjusting or revising the IT University administrative policies, guidelines and procedures to reflect the mandates and responsibilities in the new organisation. Entering the second half of 2025, the focus will increasingly be on adjusting administrative processes affecting the faculty area. The work to adjust the core teaching-related processes, recruitment processes as well as a range of other annual wheel processes has already been conducted. It is expected that the implementation of the nine Research Sections in terms of administrative, educational and research structures will be completed by the end of 2025, however adjustments and further development will continue in the years ahead. The target is expected to be achieved in 2025. There will be a follow-up after third quarter 2025.	

T29 Strategisk mål 4	In 2025, the approved Leadership Development Programme will be implemented at the IT University.	The implementation of the Leadership Development Programme has had it's Kickoff and the first two modules (out of four) have been held. Between each module the learning groups meet regularly to focus on leadership development at the IT University. The target is expected to be achieved in 2025. There will be a follow-up after third quarter 2025.	
T2 Strategisk mål 5	The IT University is participating in the implementation of the Reform of the Danish University Education Programmes to ensure that the IT University benefits and gets the best possible outcome. In 2025, the implementation includes both adjustments of the number of admitted students and preparing the future changes in study programmes.	The required reduction of the admission budget for BSc study programmes (11 study places) in 2025 and onwards has been implemented. The IT University has again in 2025 received a number of the extra study places at English language MSc study programmes. The application to the Ministry of Higher Education and Science for two MSc study programmes for working professionals are being prepared for the application deadline on 1 October 2025. An open call for ideas for other study programmes is completed and ideas for three 75 ECTS study programmes have been chosen for further development. The target is expected to be achieved in 2025. There will be a follow-up after third quarter 2025.	
T33 Strategisk mål 6	In 2025, the IT University's new Strategy for 2026-2030 will be formed in an iterative process to ensure overall commitment and alignment.	The hearing process across the IT University in May was finalised and presented at the Board of Directors Meeting in June 2025. A second hearing process in August has been planned and the final draft of the Strategy will be prepared. The planning of the development of the action plan will begin after the Board of Directors Meeting in September. At the Board of Directors Meeting in November the final product will be presented for input. The target is expected to be achieved in 2025. There will be a follow-up after third quarter 2025.	

Enclosure 3

ITU Student Admission 2025

BSc admission 2025

Applications

BSc Programme	Applications 2023 (1st priority)	Applications 2024 (1st priority)	Applications 2025 (1st priority)
Software Development	235	227	158
Digital Design & Interactive Technologies	138	88	98
Global Business Informatics	122	109	93
Data Science*	279	358	230
Total	774	782	579

*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

BSc Programme	Offer of Admission 2023	Offer of Admission 2024	Offer of Admission 2025	Budget 2025 (1st October)*
Software Development	185	176	130	117
Digital Design & Interactive Technologies	76	75	80	65
Global Business Informatics	79	78	91	74
Data Science	115	111	123	92
Total	455	440	424	348

*Due to a smaller number of qualified applicants for Software Development, study places were moved from Software Development to the three other programmes.

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	82%	18%
Digital Design & Interactive Technologies	7,2	36%	64%
Global Business Informatics	6,2	55%	45%
Data Science	All qualified admitted in quota 1 (3,0)	63%	37%
Total		62%	38%

MSc admission 2025

Applications

MSc Programme	All applications 2023	All applications 2024	All applications 2025
Digital Innovation & Management	375	467	479
Digital Design & Interactive Technologies	275	330	324
Software Design	429	500	545
Computer Science	275	352	406
Games	156	171	207
Data Science	191	298	373
Total	1701	2118	2334

Budget and Offer of Admission

MSc Programme	Offer of Admission 2023	Offer of Admission 2024	Offer of Admission 2025	Budget 2025 (1st October) Incl. extra English language study places as part of the University Reform
Digital Innovation & Management	200	196	189	143
Digital Design & Interactive Technologies	147	153	151	115
Software Design	205	206	208	133
Computer Science	167	189	198	116
Games	98	84	81	50
Data Science	79	94	115	47
Total	896	922	942	604

Gender Distribution

Statistics for applicants offered admission.

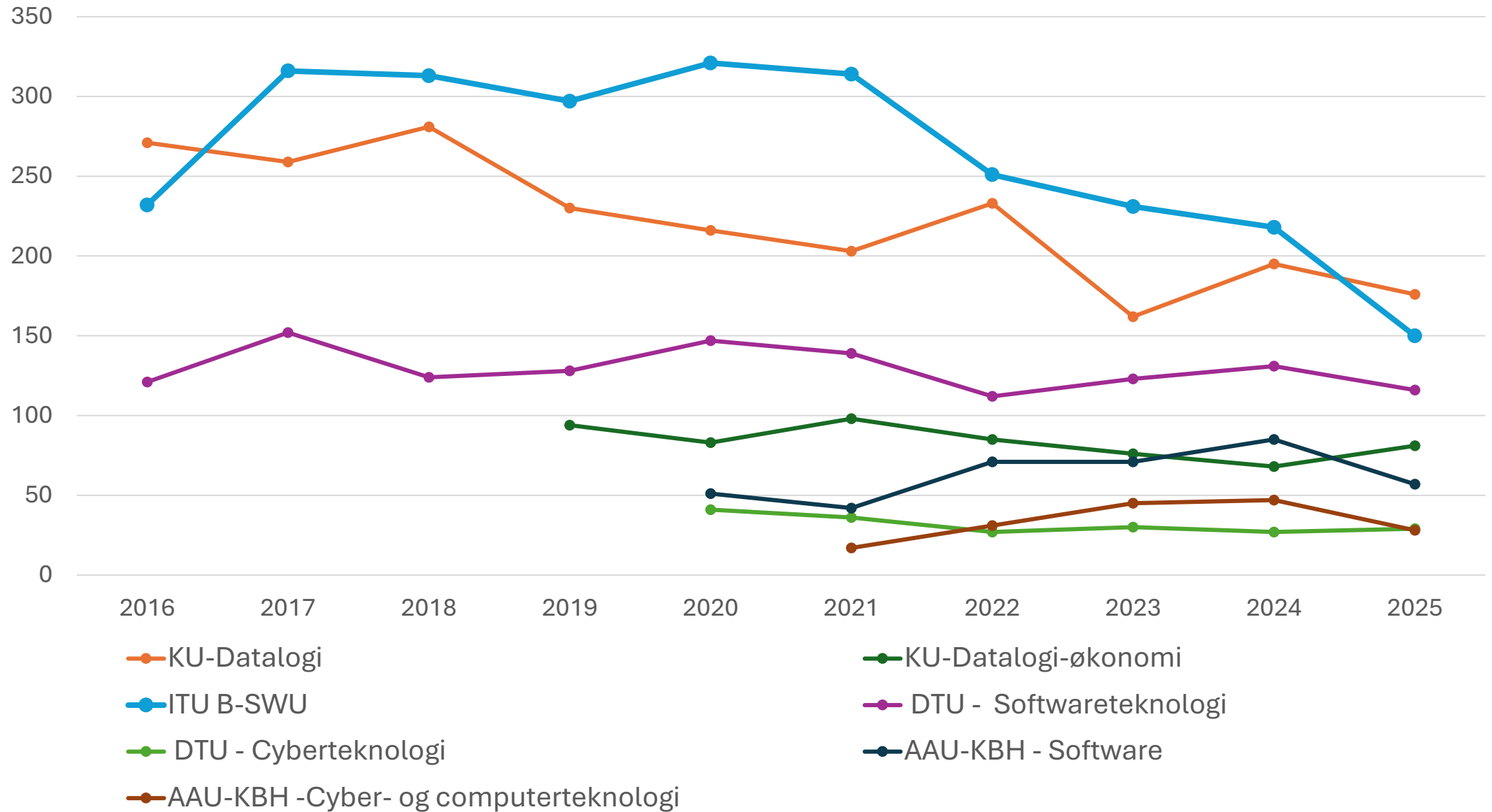
MSc Programme	Male %	Female %
Digital Innovation & Management	40%	60%
Digital Design & Interactive Technologies	32%	68%
Software Design	47%	53%
Computer Science	77%	23%
Games	78%	22%
Data Science	53%	47%
Total	53%	47%

Student Affairs & Programmes/28.07.2025

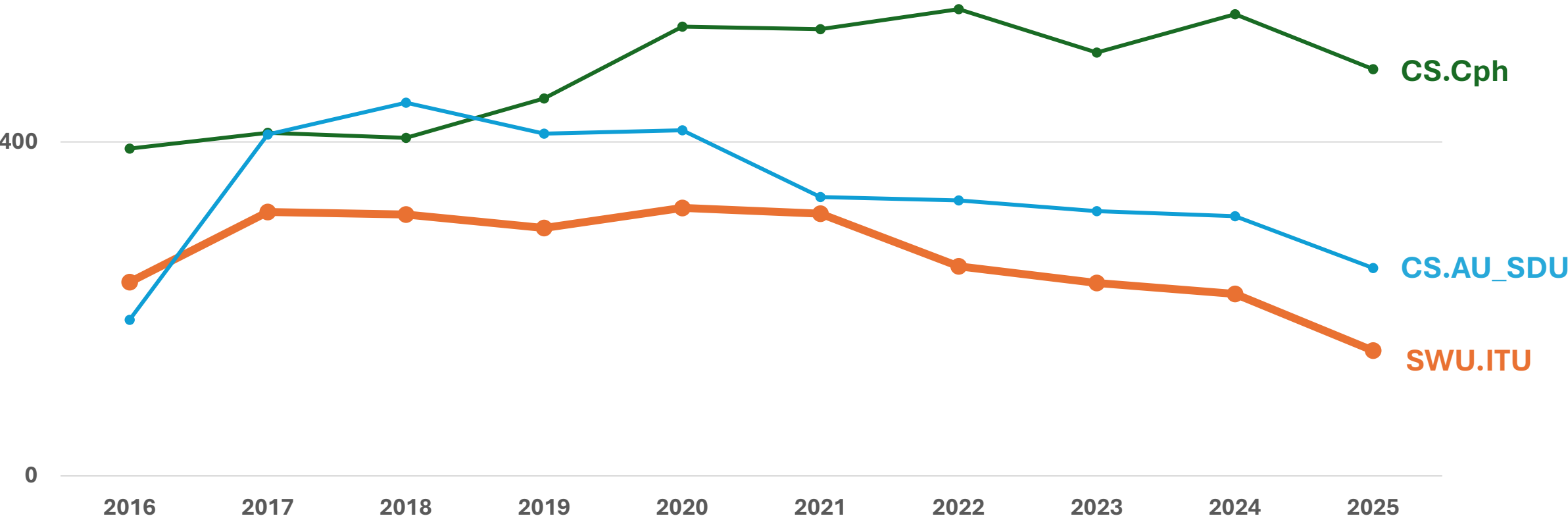
B-SWU has lost traction since 2021 - facts:

- Down 50% in 1.priority applications from 2018-2022 to 2025 (Used by UFM)
- A constant decline starting in 2022 – four years in a row
- ”Alle optaget” now 2 years in a row
- It affects the overall numbers, position and brand of ITU
 - ITU no longer stands out in Denmark in relation to number of rejections
 - B-SWU used to be the single most sought B-CS program in Denmark (2017-2024) – we lost that position in 2025 to CS at KU (Datalogi, DIKU)

1. Priority applications - CPH Computer Science and Software tech



Applications – 1. priority – CS Cph, Odense, Aarhus



CS.AU_SDU: AU-Datalogi, SDU-Datalogi (Odense), SDU-Software Engineering(Odense) (NOT New English languaged programme in AU: 371 1. priority applications for 25 places)

CS.Cph: KU-Datalogi, KU-Datalogi-økonomi, DTU-Softwareteknologi, DTU-Cyberteknologi, AAU-Cph-Software, AAU-Cph-Cyber- og computerteknologi (Excl. ITU.SWU)

Reflections on potential causes:

- **A national decreasing trend of CS-interest?**
 - Yes, However, the size of decrease is larger for ITU B-SWU than for most others.
 - All major rejection (and application) numbers in 2025 come from the international programs
- **Increased competition?**
 - Likely yes in relation to “marketing”, e.g. diversity, the judgement is that our CPH-competitors have caught up with us.
 - There are some new (and new size of) programs in CPH within CS, DS and Business IT in recent years – so potentially part of the cause
- **Societal insecurity might challenge ITU** in competition with “safe choices” such as, KU, DTU and CBS?
- **The potential GenAI-effect?**
 - Do the potential applicants have the right impression of us in that respect? (A spring 2025 internal ITU student online discussion indicated that (some of) our own students got the impression, that we are not)
 - ARE we sufficiently up to date – content wise in B-SWU – but also generally across all of ITU – as well content as didactical (BOTH ”the what” and ”the how”)?

Follow-up and actions

- **Here and now:**
 - We are actively on it: Head of Education Luis at the end of the table supported closely by Head of SAP, Lene R, Head of COM Camilla, and Head and co-head of B-SWU Programme Dan and Louise.
 - Considering removing the ITU B-SWU specific requirement of a MATH GPA of 6 (we are the only one with this particular requirement – others have other types). This could be done towards the 2026 intake. (Deadline of decision: End of 2025)
 - A number of communication initiatives are already planned, some of which specifically touches on AI (next slide)
 - Continuing the internal GenAI-development initiatives in B-SWU and across the educational portfolio.
- **Within the next year:** (some of the above will run through the next year)
 - Reconsidering the best BSc intake targets including the Quote 2 amount
 - Considering creating an English languaged B-SWU track (as e.g. done in Aarhus this year). This requires approval and could be done towards the 2027 intake. Further analysis of pros and cons and consequences will be carried out. Interestingly, there isn't a single international B-CS offer in Copenhagen – neither Natural nor Technical!!
- **On the longer term:**
 - Consider a fundamental review of the BSc-landscape of ITU in light of the changing MSc-landscape.

***Communication initiatives include:**

- New agency collaboration with the aim of strengthening the brand position and awareness of ITU among the target group, including
 - a new branding film for ITU's BSc,
 - a new branding film for SWU,
 - and various associated advertising formats for SoMe.
- Revision of the website with
 - a new menu structure, front page, landing page for full-time education, new video content for the web with a special focus on SWU students' AI projects,
 - as well as a new educational film on SWU and GBI.
- Also, focus on the story of how ITU works with AI in education – ”activating” Head of Education Luis.

Enclosure 5

Framework Budget 2026 - 2029

This presentation concerns the ITU Framework Budget for 2026-2029.

Summary

The Framework Budget shows a negative result of DKK 3.9 M in 2026 and an accumulated positive result of DKK 10.9 M throughout the four-year period.

The management pools will be DKK 5.4 M in 2026 and increase to DKK 5.8 M from 2027 and onwards. The management pools support strategic actions and renewal of 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 Framework Budget includes the effects on admissions, student FTEs and government grants regarding the 2023 Educational Reform. The reform starts in 2024, and the full financial effect is adopted around 2036.

The Framework Budget does not include the administrative savings announced by the Government in “Det Statslige Arbejdsprogram”. The Ministry of Higher Education and Science has not yet released any details about the reduction and redistribution of funds amongst the universities.

In the Framework Budget period, we aim to increase the external funding of both research activities, lifelong learning activities, et cetera. From 2027 and onwards, we introduce an ambitious target of increasing external funding of both faculty positions and administrative positions. We do so to expand research and innovation activities and lifelong learning courses without additional base funding from the government.

Executive Management recommends that the Board approves the submitted Framework Budget and authorize Executive Management to prepare the Budget Proposal for 2026. We will present the Budget Proposal for 2026 at the Board meeting on 27 November 2025.

Equity and equity/income ratio

Table 1 shows equity and the equity/income ratio. Note that the equity end-year 2026 is based on the second quarter forecast 2025. In 2029, the equity ratio is at the preferred level of 0.18.

Table 1: Equity

Budget items (KDKK)	Forecast 2025 Q2	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029
Equity, end-year*	76,966	73,041	72,936	81,667	87,893
Equity/income ratio	0.18	0.15	0.15	0.17	0.18

*Equity end-year 2025 is adjusted according to the estimated profit of DKK 0.0 M from the quarterly accounts per June 30

Staff

As shown in table 2, staff total increased throughout the framework budget period.

The forecast for 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 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029
Researchers, government funding	131.1	134.1	125.9	117.8	116.9
Researchers, external funding	91.3	101.0	106.9	114.6	119.1
Academic staff, full-time	222.4	235.1	232.8	232.4	236.0
External lecturers	18.9	18.6	18.8	19.3	18.0
Other part-time teachers and external examiners	40.2	38.8	38.6	39.6	38.4
Academic staff, part-time	59.1	57.4	57.4	58.9	56.4
Academic staff, M&A**	11.4	8.4	8.4	8.4	8.4
Academic departments, staff	292.9	300.9	298.6	299.7	300.8
Administrative departments, staff	179.8	184.3	187.4	190.4	187.4
Staff total	472.7	485.2	486.0	490.1	488.2
Administrative/academic staff ratio	0.68	0.66	0.67	0.68	0.67

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

The forecast shows the administrative/academic staff ratio is kept around 0.67 throughout the framework budget period, which is well below the average of the Danish university sector of approximately 0.75 (2024-level), all staff included.

Income and costs

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

We regulate government grants with a +1.6 pct. price/wage inflator, as stated in the Budget proposal act. We regulate personnel costs and other operating costs with +1.7 pct. and +1.5 pct. in 2026, respectively. The inflators from 2027 to 2029 are set at the 2026 level.

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

Table 3: Framework Budget 2026-2029

Budget items (KDKK)	Budget 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029
Study activity grants and tuition fees	171,367	172,340	172,048	176,153	172,416
Education, base grants	45,641	46,157	46,142	46,122	46,121
Research, base grants	136,024	139,628	141,147	141,164	141,165
Other government grants	699	3,896	639	158	0
External research grants	91,706	95,500	101,500	106,500	111,500
Facilities subleasing	5,565	6,586	5,861	5,861	5,861
Other commercial activities and grants	11,073	14,154	15,145	17,145	19,145
Income	462,075	478,261	482,482	493,104	496,209
Personnel costs	58,450	65,274	69,407	72,731	76,145
Other operating income and costs	15,599	13,375	13,939	14,325	14,998
External research	74,049	78,649	83,346	87,056	91,143
Personnel costs	134,908	140,093	136,134	131,209	129,692
Other operating costs	13,392	13,467	13,590	13,718	13,533
Academic departments	148,300	153,560	149,724	144,927	143,225
Personnel costs	118,878	120,735	119,258	121,962	123,765
Other operating costs	48,091	50,309	51,570	53,119	55,011
Administrative departments	166,969	171,044	170,828	175,081	178,776
Building	73,195	75,502	74,809	73,429	72,957
Management pools	4,250	5,350	5,800	5,800	5,800
Ordinary operating net costs	466,763	484,105	484,506	486,293	491,901
Profit from ordinary operations	-4,688	-5,844	-2,024	6,812	4,308
Financial income and costs	2,919	1,919	1,919	1,919	1,919
Profit	-1,769	-3,925	-105	8,731	6,227

Student activity grants and tuition fees

In general, we assume the Budget Proposal Act presented by the Government in August (FFL 2026), is passed by Parliament without substantial changes regarding 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 2025		Forecast 2026		Forecast 2027		Forecast 2028		Forecast 2029	
	units	KDKK	units	KDKK	units	KDKK	units	KDKK	units	KDKK
Students, BSc	836	63,779	857	66,071	831	64,078	804	62,032	790	60,896
Students, MSc	1,030	78,551	986	76,073	1,002	77,270	1,076	82,943	1,032	80,668
Students, guests	40	3,052	40	3,085	40	3,085	40	3,085	40	3,085
Students, foreign scholarships	8	1,745	8	1,765	8	1,765	8	1,764	8	1,764
Students, full-time (FTE)	1,913	147,127	1,891	146,994	1,881	146,197	1,928	149,823	1,870	146,413
Students, part-time (FTE)	46	7,855	46	7,901	51	8,783	53	9,213	54	9,238
Employment bonus	80%	6,487	86%	6,910	86%	6,871	86%	7,044	86%	6,881
Excess study time bonus	100%	8,077	100%	8,068	100%	8,024	100%	8,226	100%	8,037
Quality		0		0		0		0		0
Bonuses		14,564		14,978		14,896		15,269		14,918
Other student activity		1,821		2,467		2,172		1,847		1,847
Total income from study activity		171,367		172,340		172,048		176,153		172,416

Income remains relatively stable in 2026 and 2027, reflecting a combination of increased BSc student admission in 2025 and reduced MSc student admission in 2025. In 2028, revenue rises due to the introduction of the MSc study programme for working professionals. In 2029, revenue declines again as the MSc reform reduces student admission to regular MSc Study programmes, as shown in Table 5.

The employment bonus is increased from 80 per cent to 86 per cent from 2026 and onwards. The estimate is based on the expected future employment rate among graduates of approximately 92 per cent.

Table 5: Student admission forecast

Admission (Number of students)	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Actual 2023	Actual 2024	Budget 2025	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029
B-SWU	162	195	163	153	164	157	158	116	158	158	158	158
B-DDIT	62	55	59	55	64	63	50	71	50	50	50	50
B-GBI	72	95	95	64	67	68	60	79	60	60	60	60
B-DS	68	88	79	66	92	91	80	100	80	80	80	80
B-REDUCTION	0	0	0	0	0	0	0	0	0	0	0	0
BSc - To be	364	433	396	338	387	379	348	366	348	348	348	348
K-DDIT	139	133	106	118	112	106	115	110	115	115	115	115
K-DIM	129	128	136	132	150	157	147	141	147	147	149	149
K-SD	107	145	120	107	133	130	133	133	133	133	135	135
K-DS	0	0	37	36	34	45	47	43	47	47	49	49
K-CS	80	87	96	92	102	101	112	76	112	112	114	114
K-GAMES	52	43	55	38	67	55	50	45	50	50	50	50
K-120/22ENGLISH2029	0	0	0	0	0	0	0	0	0	0	0	83
K-120/22REDUCTION	0	0	0	0	0	0	0	0	0	0	-159	-159
K-120/1+2	0	0	0	0	0	0	0	0	0	36	84	99
K-75/12	0	0	0	0	0	0	0	0	0	0	32	38
MSc - To be	507	536	550	523	598	594	604	548	604	640	569	673
M-ILM	42	41	24	35	15	35	40	27	40	40	40	40
Master	42	41	24	35	15	35	40	27	40	40	40	40
Total - To be	913	1010	970	896	1000	1008	992	941	992	1028	957	1061

Table 5 shows the admission forecast for existing study programmes. Starting from 2027, the 2023 Educational Reform will significantly change admissions and MSc study programmes towards 2036.

Below, we elaborate on admission 2025.

For BSc study programmes 366 students are expected to be admitted by 1 October, 18 more than expected in the budget. Early August, 380 students were admitted to the BSc study programmes, with an expected dropout of 14 students until 1 October.

For MSc study programmes 548 students are expected to be admitted by 1 October, 56 fewer than expected in the budget. Early August, 588 students were admitted to the MSc study programmes, with an expected dropout of 40 students until 1 October.

The expected number of admitted students to the BSc and MSc study programmes in 2025 is based on the calculation of the number of admitted students early August minus the expected dropout until 1 October. The final number of admitted students to the BSc and MSc study programmes by 1 October can therefore end up either slightly lower or higher than the above-mentioned estimates.

Table 6: Student activity rates

Student activities rates (DKK)	2025 p/w 2025	2026 p/w 2026	2027 p/w 2026	2028 p/w 2026	2029 p/w 2026
Government Grant, BSc (FTE)	76,300	77,100	77,100	77,100	77,100
Government Grant, MSc 120/22 (FTE)	76,300	77,100	77,100	77,100	77,100
Government Grant, MSc 120/1+2 (FTE) (NEW)				77,100	77,100
Government Grant, MSc 75/12 (FTE) (NEW)					115,600
Government Grant, Guest students (FTE)	76,300	77,100	77,100	77,100	77,100
Employment rate target	95.7%	95.7%	95.7%	95.7%	95.7%
Excess study time target months	4.4	4.4	4.4	4.4	4.4
Government Grant, part-time ILM (FTE)	32,900	33,300	33,300	33,300	33,300
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 2026.

Base grants for education and research

Base grants for education and research increase moderately in the beginning of the period. Research grants rise from DKK 136.0 M in 2025 to DKK 139.5 M in 2027 and remain stable thereafter, while education grants are levelled throughout the period.

Research base grants include a general grant reduction of DKK 17.9 M, which is the 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.

Other government grants

Other government grants decrease moderately over the period. They include a grant of DKK 1.8 M for developing and implementing new MSc study programmes for working professionals. The grant is distributed by DKK 0.8 M in 2025, DKK 0.5 M in 2026 and 2027. Other minor government grants remain unchanged.

In the Budget Proposal Act, the Government announced a general grant reduction of DKK 1.4 M/year from 2026 and onwards based on expected savings on procurements. The grant reduction is distributed and included in base grants and study activities rates.

We include the expectation of an additional grants of DKK 3.2 M for research and innovation. As part of the political negotiations about the Danish Research Reserve 2025, the government granted an additional DKK 0.5 billion for research and innovation to the universities. We expect a similar result regarding the Danish Research Reserve 2026, negotiated in the late autumn of 2026.

External research grants

After a drop in taking home awards in 2024, we expect to return to the successful levels of previous years, i.e. to take home DKK 95 M in 2025. We base the forecast on awards taken home so far (DKK 60 M) and a pending award sum of DKK 250 M with an expected success rate of 15 per cent (DKK 35 M). Throughout the four-year period, we include a steady increase in taking home awards of approximately DKK 5 M/year.

Awards are very diverse in terms of amount and time span. For the long-term budget we choose a simple projection of income from awards.

We expect an average overhead of around 22 pct. of direct costs to cover administration and infrastructure.

Table 7: Awards and income

Awards and income	Actual 2021	Actual 2022	Actual 2023	Actual 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029
Awards (KDKK)	64,850	86,980	83,216	59,310	95,000	100,700	106,400	112,100	117,800
Income (KDKK)	47,888	67,512	73,679	74,155	91,087	95,500	101,500	106,500	111,500
Senior Researchers (FTEs)	84.2	90.4	92.6	96.4	91.5	101.0	101.0	101.0	101.0
Income pr. senior researchers (KDKK)	569	747	795	769	995	946	1,005	1,054	1,104

Note: Senior Researchers are full professors and associate professors.

Facilities subleasing

Following an additional subleasing of the 5th floor at Rued Langgaards vej, income will increase in the second half of 2025 until end of 2026, where a short-term lease is expected to end. The budget has been adjusted accordingly.

We have reserved a total of 3,900 m² of gross floor area for subleasing. Of this, 3,100 m² is currently leased, corresponding to a leasing rate of 79%.

Other commercial activities and grants

Other income is expected to increase by DKK 3.1 M in 2026 compared to the 2025 budget, primarily due to Innovation grants and ITU Professional Courses.

ITU Professional Courses increases steadily towards DKK 11.0 M in 2029, which reflects the ongoing efforts to expand lifelong learning activities. Furthermore, we expect to take home grants for innovation at the same level as previous years, which will generate an average income of DKK 4.0 M/year.

Table 8: Other Commercial Activities and Grants

Other Commercial Activities and Grants (KDKK)	GB25	2026	2027	2028	2029
Innovation grants	2,760	5,374	4,000	4,000	4,000
ITU Professional courses	3,605	4,635	7,000	9,000	11,000
ITU Career Week	2,064	2,064	2,064	2,064	2,064
Any other business	2,644	2,081	2,081	2,081	2,081
Hovedtotal	11,073	14,154	15,145	17,145	19,145

Academic departments

Academic department consists of costs regarding the new scientific department, the PhD School and the Library.

Recruiting of researchers 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, which is near the average of the Danish University sector (2024-level).

Besides the general wage inflation, we have reviewed the salaries accounts of faculty, and raised the utilization rate, which increases the personnel costs slightly throughout the period.

In Framework Budget period, we aim to increase the external funding from both research grants and lifelong learning activities. We include external funding of permanent faculty salaries of 5 percent in 2027, which we increase to 10 percent from 2028 and onwards.

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 request.

The personnel cost is well within the average of the Danish university sector administrative/academic staff ratio of 0.75. We have revised the salaries accounts of the administrative departments and maintain a utilization rate of 0.97 throughout the period.

In 2026, we expect external funding of DKK 6.0 M/year for administrative staff positions. In the Framework Budget period we aim to increase the external funding from both research grants, lifelong learning, and other activities. We include a steady increase in external funding of administrative staff positions from 2027 and onwards, amounting to DKK 8.0 M/year in 2029.

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.

Building costs remain constant throughout the period and drop slightly towards the end due to expired depreciations from larger renewals and maintenance work in previous year.

Management pools

The management pools will be DKK 5.4 M in 2026 and from 2027 and onwards the level is DKK 5.8 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 strategic actions and renewal of 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 securities portfolio to earn a decent interest.

The return on investment may fluctuate somewhat each year. In the long term we secure an average interest of DKK 0.9 M of our surplus cash flow.

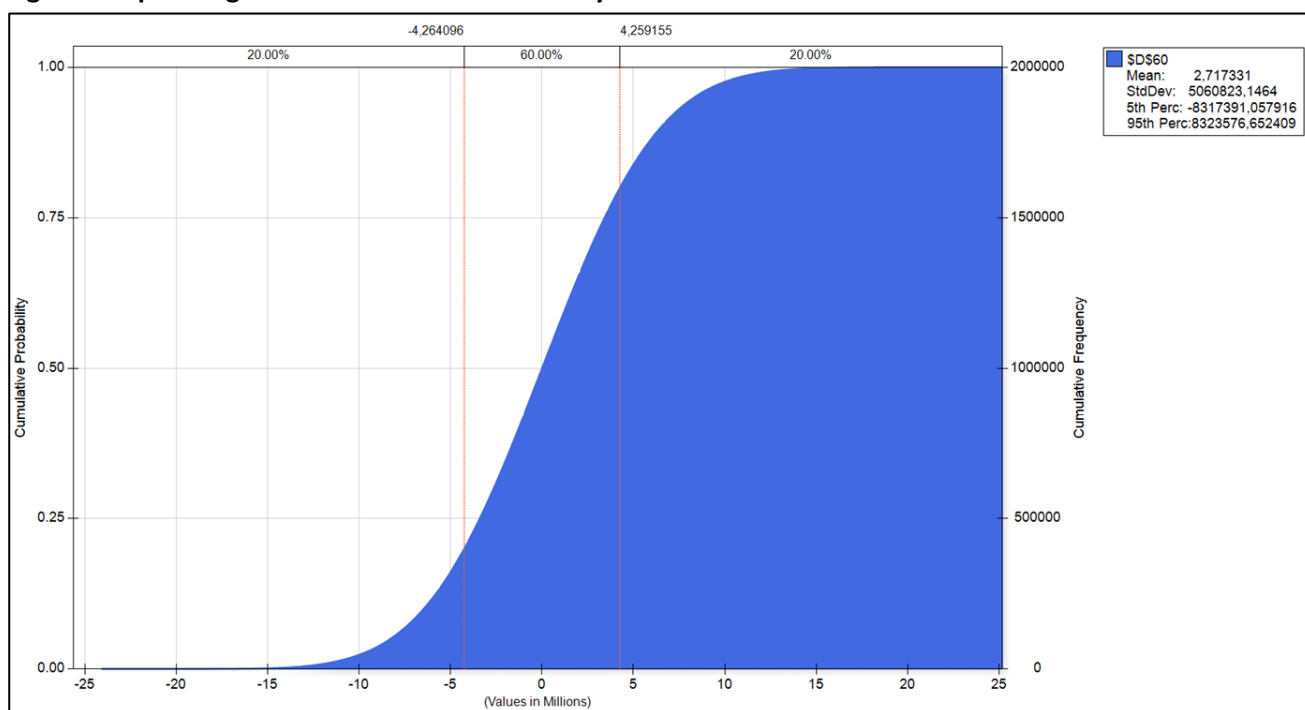
Uncertainties regarding the Framework Budget

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 of 2026.

The simulation in figure 1 indicates that the probability of the actual result being at least DKK 4.3 M less than the budgeted result of DKK -3.9 M is approximately 20 pct. Equally, the probability of the actual result being at least DKK 4.3 M more than the budgeted result of DKK -3.9 M is approximately 20 pct.

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

Figure 1: Operating uncertainties related to end year result 2026



Enclosure 7

Executive-Level Employers' Panel Report 2025

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

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Purpose and process

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

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

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

The document is public information.

Context

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

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

Quality Standards

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

- 1) Recruitment and Admission of Students

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

Admission Budget 2024

Study programme	2022	2023	2024
BSc DDIT	59	59	59
BSc DS	80	80	80
BSc GBI	60	60	60
BSc SWU	160	160	160
MSc CS	93	102	112
MSc DDIT	115	115	115
MSc DIM	130	130	147
MSc DS	39	30	47
MSc Games	50	50	50
MSc SD	120	120	133
Master ILM	40	40	40
Total (MSc + BSc)	906	906	963
Total	946	946	1003

From student intake 2018, **MSc SDT** was split into two separate programmes: Computer Science (**CS**) and Software Design (**SD**). Hence, some Primary Quality Data 2024 may still include a few SDT students/cover SDT graduates (completion rate, average graduate delay, number of graduates and unemployment).

From student intake 2018, **BSc DMD** and **MSc DDK** were redesigned and renamed **BSc DDIT** and **MSc DDIT** (Digital Design and Interactive Technologies). Hence, some Primary Quality Data 2024 may still include a few DMD and DDK students/cover DMD and DDK graduates (completion rate, average graduate delay, number of graduates and unemployment).

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

Date and signature

Date: 2025-03-11

Chairperson (signed): Gert Sylvest



Notes from the panel

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

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

Overall match with current needs

The panel aimed to discuss the themes and recommendations from the other employer panels in the broader geopolitical context, which puts additional spotlight on:

- Cybersecurity for businesses and the digital society
- Trade flow and trade dependencies impact
- Social media, bias and cross-border impact
- The possible need for strengthened coordination of regional investments in skills that addresses the above situation

In addition, AI's transformative potential to all ITU disciplines and employment opportunities in a 3-5 year perspective meant AI came up repeatedly across the themes.

The panel believes that overall, there is a good match between the current needs in the Danish job market, and the portfolio of study programmes that ITU offers.

However a number of knowledge areas were discussed which were all brought up in the feedback of the individual study programme boards. These include:

- **Inclusion and diversity**
 - Continues to be an important point in many of the panel reports
 - In the current US political climate and with several multinational companies reacting to that, perhaps a focus on demonstrating the bottom line or societal impact is becoming more important
- **AI and machine learning**
 - It is increasingly important that candidates understand the impact to the business and value chains, to the workplace, people and ways of working
 - Co-creation with AI, AI as a creative and production partner in IT and business
 - The panel discussed that AI had the potential to fundamentally change what 'software development' is considered within a 3-5 year time perspective – something that could impact all programs and candidates employment opportunities; it was noted that ITU had started internal pilots to explore the use of AI, which is good
 - Ensure that candidates understand the fast-evolving compliance space; geopolitical situation may accelerate this too
- **Regulation and regTech**
 - Impacts across technology, security and user experience

- **Sustainability and green IT** also remains high on the agenda and the challenges in this space have not changed. Geopolitical situation may however affect in the investment priorities both of government, pension and venture funds in the 3-5 year perspective.
- **Cybersecurity** becomes more and more important as also called out in the other panel reports. Panel discussed that cyber crime alone is an economy the size of a country and growing. Financial regulations, geopolitics, global security situation and tradewars confound this.
- **Improve understanding of business context.** CIO increasingly is a business strategic function. AI has potential to impact ways of working across the business.
- **Having a clear strategy for lifelong learning initiatives** and outcomes is called out in multiple panel reports, and have continued relevance due to the ongoing reforms
 - o The panel discussed the challenges long-term commitment from companies in current long-term industry sponsored programmes, and if there is room to think about less committed and shorter term structures
- **Strengthen industry connection and network activities** to help candidates, ensuring relevance, and understand lifelong learning opportunities in the labor market.
- **Other topics** included
 - o a focus on front end competencies, both in terms of user experience (one reports talks about moving from a data driven design focus to a service focused design approach) and in terms of technology
 - o Quantum computing: While it was brought up in some panel reports, panel debated whether there was a strong enough ecosystem in Denmark to consider this a major investment area

In terms of the balance of the portfolio, a few topics were discussed:

- We can't offer everything to everyone. Look at the Danish and regional strengths
- Take note of the regional landscape in terms of how the geopolitical situation will change investment into skills, technology independence and security
- Ensure with industry partners that there is clear strategy for lifelong learning that matches the need; Discussion of the strong ambition of the ongoing reforms on lifelong learning outcomes; It was discussed that ITU had done extensive analysis work, and currently it seems there is less demand for the long exec-level programmes vs shorter, modular options. It was also discussed if there is opportunity to work on something that is more effective for employers and candidates alike, e.g.. predominantly remote programmes.

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

(If yes: please elaborate)

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

The panel noted that there are ongoing initiatives on AI/ML upskilling across the lines have been initiated, including practices, tools and more.

The panel noted a few study lines that may require some extra attention:

- Dropout observations
 - o Overall, good trend - decreased by 9.2%
 - o Not sure why SD was so high (**9.8%**), and almost doubled
 - o GBI (13.4%) and SWU (9.8%) both high but falling

- We didn't see the number for "Games" as they are indicated as "data error"
- Completion rate within schedule +1 year (%)
- DDIT: Down 23.3% from last year, to 61.8%
- CS: Clear lowest rate of 55.7, and further 3% down from last year
- Average graduate delay
 - Noting a significant increases for DIM (+61.5%) and SWU (41%)
- Unemployment rate:
 - Negative: Major increase for Games (71%, from 6.9% to 11.8%), also high (13.8) in the rolling average although not trending negative in the rolling average.
 - It was discussed if the profile is too narrowly defined or understood by employers as the skillset should be very attractive, despite trends in the gaming industry of studio closures in DK

Other than that, the panel positively noted a significant drop in unemployment of -35.5%, driven by DDIT (12.4 to 5.4) and DIM.

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

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

The panel agrees with the reports of the specific panels that this is the case.

Primary Quality Data – introduction

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

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

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

Data include figures on:

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

Primary Quality data 2024

Level	BSc				MSc						Master	ITU
Programme	DDIT	DS	GBI	SWU	CS	DDIT	DIM	DS	Games	SD	ILM	total
Number of applicants (BSc: All applicants, MSc: only 1 st priority)	301	836	406	466	352	330	467	298	171	500	46	4173
Number of applicants offered admission	75	111	78	175	183	147	186	82	80	192	38	1347
Number of students admitted after early dropout	63	91	68	157	101	106	157	45	55	130	35	1008
Dropout after one year (%)	6.3	8.7	13.4	9.8	5.9	4.5	3.3	0.0	3.0	9.8		6.9
VIP/DVIP ratio	2.0	6.9	1.6	4.4	7.6	1.5	2.1	****	2.1	3.3	1.9	3.0
Average score, course evaluation (6 is max)	4.60	4.64	4.51	4.42	4.64	4.53	4.51	4.72	4.58	4.66	4.95	4.61
Average score, supervision evaluation (6 is max) *	-	-	-	-	-	-	-	-	-	-	-	-
Completion rate within schedule plus one year (%)	61.8	55.7	81.1	64.8	87.5	86.8	93.4	78.4	90.9	75.0		77.1
Average graduate delay, compared to curriculum schedule (months)	0.8	2.5	1.0	4.5	2.2	1.2	2.1	1.8	2.5	5.4		2.6
Number of graduates	50	61	71	114	88	84	126	28	32	85	17	757
Unemployment rate 4-7 quarters after graduation (%) (max 15.7%) **					1.3	5.4	2.4		11.8	2.4		4.0
Rolling, weighted average unemployment rate 4-7 months after graduation (13.7%) ***						11.5	4.4		13.8	2.2		6.7

*Data not available for 2024 due to technical issues.

**Covers graduates from 2021

***Covers graduates from 2019, 2020, and 2021

**** Only VIPs employed.

Primary Quality data 2023

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

*Data not available for 2023 due to technical issues.

**Cover graduates from 2020

***Cover graduates from 2018, 2019 and 2020

Primary Quality data 2022

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

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

**Cover graduates from 2019

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

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

Enclosure 8a UDKAST opdateret pr. 23/5-25 og 14/7-25

**VEDTÆGTER
for
IT-Universitetet i København (ITU)
(IT University of Copenhagen)**

I medfør af § 13, stk. 1. i ~~af universitetsloven, og lov om åben uddannelse (erhvervsrettet voksenuddannelse) m.v., jf. lovbekendtgørelse nr. 1697 af 30. december 2024, jf. lovbekendtgørelse nr. 391 af 10. april 2024 med senere ændringer~~, fastsættes:

I. Navn og hjemsted

§ 1

Universitetets navn er "IT-Universitetet i København" (ITU), på engelsk "IT University of Copenhagen". IT-Universitetet er en statsfinansieret selvejende institution med hjemsted og værning i Københavns Kommune. IT-Universitetet er omfattet af uddannelses- og forskningsministerens tilsyn.

II. Formål

§ 2

IT-Universitetet har til formål at drive forskning og give forskningsbaseret uddannelse indtil højeste internationale niveau inden for informationsteknologi. IT-Universitetet skal tilstræbe et offentligt/privat samspil i såvel uddannelse som forskning og fremme værdiskabelsen med it i Danmark. Med grundlag i sin forskning kan IT-Universitetet udføre opgaver for en minister efter aftale med denne. IT-Universitetet skal udvikle og gennemføre uddannelsesprogrammer, der er attraktive for et stort antal personer, og som er egnet til at bibringe dem it-kompetencer, der er relevante i forhold til den til enhver tid værende efterspørgsel. IT-Universitetet skal desuden gennem sin forskning bidrage til videnskabelig uddannelse og forskningsbaseret innovation.

III. Økonomisk grundlag

§ 3

Det økonomiske grundlag for IT-Universitetet tilvejebringes fortrinsvis ved uddannelses- og forskningsministerens tilskud til undervisnings-, forsknings- og formidlingsvirksomhed og andre opgaver, som er henlagt til IT-Universitetet, herunder ved uddannelses- og forskningsmidler, midler fra private, forskningsmidler fra nationale og EU-forskningsprogrammer samt indtægtsdækket virksomhed.

IV. Organisatoriske forhold

§ 4

IT-Universitetet ledes af en bestyrelse og en direktion. Direktionen består af mindst en rektor og en prorektor eller universitetsdirektør. IT-Universitetet har desuden et antal institutter og et antal administrative afdelinger. Institutternes og afdelingernes antal og levetid, samt hvem institutlederne henholdsvis afdelingslederne refererer til, fastlægges og ændres af bestyrelsen efter indstilling fra rektor. Den til enhver tid gældende organisationsplan beskrives i et særskilt dokument, Organisationsoversigten. Hvert institut har en institutleder, og hver afdeling har en afdelingsleder, der har personaleledelsesansvaret for instituttets henholdsvis afdelingens medarbejdere. Institutlederen henholdsvis afdelingslederen refererer til et medlem af direktionen, med mindre andet fremgår af Organisationsoversigten.

Stk. 2. Den til enhver tid gældende Organisationsoversigt for IT-Universitetet offentliggøres på IT-Universitetets hjemmeside.

Stk. 3. Medbestemmelse og medinddragelse af medarbejdere og studerende sikres bl.a. gennem IT-Universitetets kollegiale organer, grupper og udvalg. De til enhver tid eksisterende kollegiale organer, grupper og udvalg samt disses sammensætning er beskrevet i IT-Universitetets organisationsplan og på dets intranet.

A. Ledelse

Bestyrelsen

§ 5

IT-Universitetets bestyrelse består af 1 ~~formand~~bestyrelsesleder og 8 medlemmer. ~~Formanden~~Bestyrelseslederen og 4 medlemmer er eksterne, 1 medlem er valgt af og blandt IT-Universitetets videnskabelige personale, herunder ansatte ph.d.-studerende (VIP-medlem), 1 medlem er valgt af og blandt det teknisk-administrative personale på IT-Universitetet (TAP-medlem), og 2 medlemmer er valgt af og blandt de studerende på IT-Universitetet.

§ 6

De 5 eksterne medlemmer af bestyrelsen ønskes repræsenteret ved begge køn, jf. Lov om ligestilling af kvinder og mænd, og udpeges i deres personlige egenskab for en periode på 4 år af det nedsatte udpegnings~~organ~~udvalg ~~efter indstilling fra det nedsatte indstillingsorgan~~, jf. den i tillæg 1 beskrevne procedure. Genudpegning kan finde sted ~~1 én eller flere gange, så længe den samlede udpegningsperiode ikke overstiger 8 år. Medfører genudpegning af et eksternt medlems udpegningsperiode forlænges uden afbrydelse, kan g~~1 én eller flere gange, så længe den samlede udpegningsperiode ikke overstiger 8 år. Medfører genudpegning af et eksternt medlems udpegningsperiode forlænges uden afbrydelse, kan gGenudpegningen besluttet af udpegnings~~organet~~udvalget efter den i tillæg 1, § 1, stk. ~~10-7~~10-7, beskrevne udpegningsprocedure. Genudpegning af bestyrelses~~formanden~~lederen forelægges til ministerens godkendelse.

Stk. 2. VIP-medlemmet vælges af og blandt det videnskabelige personale på IT-Universitetet, herunder ansatte ph.d.-studerende, for en periode på 4 år med mulighed for genvalg højst ~~én~~1.

gang. Valgbar og stemmeberettiget er enhver person, der er ansat på IT-Universitetet til at forske eller undervise, og som har kontrakt på ansættelse i minimum 1 år frem fra tidspunktet for valgets afholdelse.

Stk. 3. TAP-medlemmet vælges af og blandt det teknisk-administrative personale på IT-Universitetet for en periode på 4 år med mulighed for genvalg højst ~~én~~^{to} gang. Valgbar og stemmeberettiget er enhver person, der er ansat på IT-Universitetet som teknisk-administrativ medarbejder, og som har kontrakt på ansættelse i minimum 1 år frem fra tidspunktet for valgets afholdelse.

Stk. 4. De studerende vælges af og blandt de studerende på IT-Universitetet for en periode på 2 år med mulighed for genvalg højst ~~én~~^{to} gang. De studerende vælges forskudt således, at ~~én~~^{to} vælges i ulige år og ~~én~~^{to} i lige år. Valgbar og stemmeberettiget er enhver studerende, som er optaget og indskrevet på en bachelor-, kandidat-, master- eller diplomuddannelse på IT-Universitetet, såvel den første i den måned, hvor der udskrives valg, som på tidspunktet for valgets afholdelse.

Stk. 5. Ved afholdelse af valg til bestyrelsen følges de til enhver tid gældende regler for valg på IT-Universitetet.

Stk. 6. Bestyrelsen kan beslutte blandt de eksterne medlemmer at vælge en ~~næst~~
vicebestyrelsesformandleder.

§ 7

Bestyrelsen er IT-Universitetets øverste myndighed og har ansvaret for den overordnede og strategiske ledelse af universitetet. Bestyrelsen har det overordnede ansvar for, at universitetet driver forskning og giver forskningsbaseret uddannelse indtil højeste internationale niveau inden for sine fagområder. Bestyrelsen har det overordnede ansvar for, at universitetets forskning og uddannelser udvikles løbende. Bestyrelsen skal forvalte universitetets midler effektivt og til størst mulig gavn for samfundet, samt sikre, at der er medbestemmelse og medinddragelse af medarbejdere og studerende i væsentlige beslutninger.

Bestyrelsen

1. godkender efter indstilling fra rektor IT-Universitetets budget, herunder fordeling af de samlede ressourcer og principperne for ressourcernes anvendelse, og underskriver IT-Universitetets regnskab,
2. foretager efter oplæg fra rektor løbende opfølgning og kontrol af IT-Universitetets regnskab og økonomi,
3. fastlægger IT-Universitetets uddannelsesudbud, idet oprettelse af nye uddannelser og/eller linjer imidlertid skal prækvalificeres, akkrediteres og godkendes i henhold til lov om akkreditering af videregående uddannelsesinstitutioner og universitetsloven eller

ved udbud i udlandet efter udenlandske kvalitetssikringssystemer med efterfølgende godkendelse i ~~Styrelsen for Forskning og Uddannelse~~Uddannelses- og Forskningsstyrelsen,

4. godkender efter indstilling fra rektor overordnede retningslinjer for optagelsesprocedurer,
5. er overordnet ansvarlig for legalitetskontrollen og bevillingskontrollen,
6. fastsætter i tillæg 1 til disse vedtægter procedurer for indstilling og udpegning af bestyrelses~~formanden~~lederen og de øvrige eksterne bestyrelsesmedlemmer,
7. beslutter, om der blandt de eksterne medlemmer skal udpeges en ~~næst~~vicebestyrelsesformandleder for bestyrelsen,
8. ansætter og afskediger rektor for IT-Universitetet,
9. ansætter og afskediger efter indstilling fra rektor øvrige direktionsmedlemmer,
10. fastsætter i tillæg 2 til disse vedtægter ansættelses- og afskedigelsesprocedurer for rektor, prorektor, universitetsdirektør og institutledere samt udpegnings- og afsættelsesprocedurer for studieledere og ph.d.-skoleledere,
11. fastsætter og ændrer organisationsplan efter indstilling fra rektor,
12. fastlægger efter indstilling fra rektor nærmere valgregler for valg af VIP-medlemmer, TAP-medlemmer og studerende til de relevante kollegiale organer,
13. udarbejder ændringer til IT-Universitetets vedtægter, som godkendes af ~~Styrelsen for Institutioner og Uddannelsesstøtte~~Uddannelses- og Forskningsstyrelsen,
14. udarbejder forretningsorden for bestyrelsen og ændringer hertil,
15. indgår efter oplæg fra rektor en strategisk rammekontrakt med ministeren. Den strategiske rammekontrakt skal indeholde strategiske mål for universitetets opgaver, og
16. indgår – hvis relevant – aftale om udførelse af opgaver for en minister.

Stk. 2. Bestyrelsen kan i overensstemmelse med almindelige regler bemyndige bestyrelses~~formanden~~lederen til at træffe beslutninger på bestyrelsens vegne. Bestyrelsesmøder afholdes efter behov, dog minimum 3 gange om året.

Stk. 3. ~~Formanden for~~ Bestyrelseslederen og de øvrige eksterne bestyrelsesmedlemmer modtager særskilt vederlag i overensstemmelse med statens regler.

§ 8

Bestyrelsesmøderne er offentlige. Sager, der er omfattet af lovgivningens bestemmelser om tavshedspligt i forvaltningen, alle personsager og sager, hvori indgår oplysninger om kontraktforhandlinger med private eller tilsvarende forhandlinger med offentlige samarbejdspartnere, skal dog behandles for lukkede døre. Sager kan i øvrigt behandles for lukkede døre, hvis det på grund af sagens beskaffenhed eller omstændighederne i øvrigt findes nødvendigt.

Stk. 2. Bestyrelsens mødemateriale, herunder dagsordener og referater, skal – under iagttagelse af gældende retsregler – gøres offentligt tilgængeligt.

Stk. 3. Sager, der er omfattet af lovgivningens bestemmelser om tavshedspligt i forvaltningen, må ikke offentliggøres. Et dokument eller en oplysning, der er en del af en sag, der er undergivet tavshedspligt, skal dog gøres offentligt tilgængelig i overensstemmelse med stk. 2, såfremt dokumentet eller oplysningen ikke i sig selv er tavshedsbelagt.

Stk. 4. Personsager og sager, hvori indgår oplysninger om kontraktforhandlinger med private eller tilsvarende forhandlinger med offentlige samarbejdspartnere, kan undtages fra kravet om, at bestyrelsens mødemateriale skal gøres offentligt tilgængeligt, hvis det på grund af sagens beskaffenhed eller omstændighederne i øvrigt findes nødvendigt. Et dokument eller en oplysning, der er en del af en sag, der er omfattet af 1. pkt., skal dog gøres offentligt tilgængelig i overensstemmelse med stk. 2, medmindre offentliggørelsen vil stride afgørende mod de forudsætninger, som en manglende offentliggørelse efter 1. pkt. tilsiger.

Stk. 5. Sager, herunder dokumenter og oplysninger til disse, der behandles for lukkede døre, jf. stk. 1, 3. pkt., kan undtages fra kravet om, at bestyrelsens mødemateriale skal gøres offentligt tilgængeligt, hvis det på grund af sagens beskaffenhed eller omstændighederne i øvrigt findes absolut nødvendigt.

~~Bestyrelses~~~~formanden~~lederen

§ 9

~~Bestyrelses~~~~formanden~~lederen har det overordnede ansvar for tilrettelæggelsen af bestyrelsens arbejde. ~~Bestyrelses~~~~formanden~~lederen er på universitetets vegne ansvarlig for den strategiske dialog med ministeren og deltager i ministerens møder med bestyrelses~~formændene~~lederne mindst to gange årligt. På grundlag af en stående bemyndigelse fra bestyrelsen kan bestyrelses~~formanden~~lederen repræsentere bestyrelsen.

Stk. 2. Herudover disponerer ~~formanden~~bestyrelseslederen over fast ejendom sammen med et andet bestyrelsesmedlem og træffer beslutninger på bestyrelsens vegne, efter bemyndigelse af denne, jf. § 7, stk. 2.

Stk. 3. Bestyrelsesformanden skal tilstræbe, at bestyrelsens drøftelser finder sted i den samlede bestyrelse, og at alle væsentlige beslutninger træffes i den samlede bestyrelse.

Næstformand/Vicebestyrelsesleder

§ 10

Såfremt bestyrelsen beslutter blandt de eksterne medlemmer at vælge en næstformand/vicebestyrelsesleder, kan næstformand/vicebestyrelseslederen træffe beslutninger på formandens/bestyrelseslederens vegne efter bemyndigelse fra denne, jf. dog § 9, stk. 2.

Stk. 2. Herudover varetager næstformand/vicebestyrelseslederen i tilfælde af formandens/bestyrelseslederens forfald formandens/bestyrelseslederens opgaver i henhold til disse vedtægter og forretningsordenen for bestyrelsen og de beføjelser og forpligtelser, der er tillagt formandens/bestyrelseslederen i disse vedtægter og forretningsordenen, jf. dog § 9, stk. 2.

Rektor

§ 11

Rektor

1. er ansvarlig over for bestyrelsen i ethvert spørgsmål,
2. har inden for de rammer, bestyrelsen har fastsat, ansvaret for den daglige ledelse af IT-Universitetet. Ledelsesretten omfatter alt personale, der er ansat på IT-Universitetet,
3. sikrer tværgående kvalitetsudvikling af IT-Universitetets uddannelse og forskning,
4. indstiller budgettet til bestyrelsen, herunder forslag til fordeling af de samlede ressourcer og forslag til principper for ressourcernes anvendelse, er ansvarlig for aflæggelse af regnskab samt for at holde bestyrelsen løbende underrettet om IT-Universitetets økonomiske udvikling, og underskriver IT-Universitetets regnskab,
5. disponerer over IT-Universitetets bevillinger og indtægter i øvrigt i overensstemmelse med de af bestyrelsen godkendte budgetter og retningslinjer samt gældende lovgivning og bevillingsforudsætninger,
6. udarbejder forslag til bestyrelsen vedrørende overordnede retningslinjer for IT-Universitetets forskning og uddannelser og IT-Universitetets langsigtede virksomhed og

udvikling og udarbejder handlingsplaner for udmøntning af de af bestyrelsen godkendte forsknings- og uddannelsesstrategier,

7. indstiller ansættelse og afskedigelse af øvrige direktionsmedlemmer til bestyrelsen,
8. ansætter og afskediger IT-Universitetets øvrige personale, herunder den øvrige ledelse,
9. udpeger og afsætter studieledere efter indstilling fra de relevante studienævn og godkender studieordninger og ændringer heri efter forslag fra studienævnene,
10. udpeger og afsætter ph.d.-skoleledere og igangsætter med inddragelse af ph.d.-skolelederne internationale evalueringer af ph.d.-skolerne og følger op på evalueringer, herunder internationale evalueringer,
11. indstiller organisationsplan og ændringer til denne til bestyrelsens godkendelse,
12. forhandler og aftaler løn og ansættelsesvilkår, jf. universitetslovens § 29, inden for rammer godkendt af bestyrelsesformanden,
13. nedsætter akademisk råd,
14. godkender efter indstilling fra akademisk råd sammensætningen af bedømmelsesudvalg til videnskabelige stillinger,
15. nedsætter studienævn, fastlægger størrelsen af studienævn, jf. § 14, stk. 1, bestemmer om der skal afholdes indirekte valg til et studienævn gennem valg af andre faglige kollegiale organer på IT-Universitetet, jf. § 14, stk. 3, og godkender ~~formandstudienævnsleder~~ og ~~næstformandvicestudienævnsleder for studienævn~~ efter indstilling fra det pågældende studienævn, jf. § 14, stk. 3,
16. nedsætter ph.d.-udvalg, fastlægger størrelsen af ph.d.-udvalg, jf. § 16, stk. 1, og udpeger ~~formandph.d.-udvalgsledere~~ og eventuelle ~~næstformandviceph.d.-udvalgsledere for ph.d.-udvalg~~ efter indstilling fra det pågældende ph.d.-udvalg,
17. sikrer udskrivelse – og er ansvarlig for legalitetskontrollen – af valg til IT-Universitetets kollegiale organer,
18. fastsætter regler om disciplinære foranstaltninger over for de studerende,
19. udarbejder efter åben drøftelse i relevante kollegiale organer, grupper og udvalg på universitetet oplæg til strategisk rammekontrakt om strategiske mål for IT-Universitetets opgaver til bestyrelsen, og

20. tegner og kan forpligte IT-Universitetet med undtagelse af dispositioner over fast ejendom, jf. § 9, stk. 2, og træffer afgørelse i alle sager, medmindre afgørelsen er henlagt til bestyrelsen, akademisk råd, et studienævn, eller et ph.d.-udvalg.

Stk. 2. Rektor skal sikre, at IT-Universitetet til enhver tid overholder gældende lovgivning og regler, og er pligtig at foretage enhver anden handling, der er nødvendig til god og forsvarlig ledelse af IT-Universitetet, hvad enten sådanne handlinger måtte være beskrevet i nærværende vedtægter eller ej.

Stk. 3. Rektor kan bemyndige de øvrige direktionsmedlemmer til at træffe nærmere angivne beslutninger på rektors vegne eller til at varetage en række af rektors opgaver.

B. Råd, nævn og udvalg

Akademisk råd

§ 12

Rektor nedsætter et akademisk råd og er selv født medlem. Akademisk råd består af 1 ~~formand~~leder af Akademisk råd og 4 medlemmer. 2 medlemmer vælges af og blandt det videnskabelige personale på IT-Universitetet, herunder ansatte ph.d.-studerende, (VIP-medlemmer), og 2 medlemmer vælges af og blandt de studerende på IT-Universitetet. Akademisk råd vælger sin ~~formand~~leder blandt ~~rådets VIP-medlemmer og rektors~~sine medlemmer.

Stk. 2. VIP-medlemmerne vælges af og blandt det videnskabelige personale på IT-Universitetet, herunder ansatte ph.d.-studerende, for en periode på 4 år med mulighed for genvalg højst ~~én~~1 gang. Valgbar og stemmeberettiget er enhver person, der er ansat på IT-Universitetet som undervisningsassistent eller derover, og som har kontrakt på ansættelse i minimum 1 år frem fra tidspunktet for valgets afholdelse.

Stk. 3. De studerende vælges af og blandt de studerende på IT-Universitetet for en periode på 1 år med mulighed for genvalg højst 3 gange. Valgbar og stemmeberettiget er enhver studerende, som er indskrevet på en bachelor-, kandidat-, master- eller diplomuddannelse på IT-Universitetet, såvel den første i den måned, hvor der udskrives valg, som på tidspunktet for valgets afholdelse.

Stk. 4. Ved afholdelse af valg til Akademisk råd følges de til enhver tid gældende regler for valg på IT-Universitetet.

§ 13

Akademisk råd

1. udtaler sig til rektor om den interne fordeling af bevillinger,

Commented [GG1]: Uddannelses- og Forskningsstyrelsens brev af 16/1-24: "Denne begrænsning er efter styrelsens opfattelse ikke i overensstemmelse med universitetsloven." "Styrelsen skal derfor bede ITU om at ændre sin vedtægt ved førstkomende anledning, så denne begrænsning udgår."

2. udtaler sig til rektor om centrale strategiske forsknings- og uddannelsesområder og planer for videnuudveksling,
3. indstiller til rektor sammensætningen af sagkyndige udvalg, der skal bedømme ansøgere til videnskabelige stillinger,
4. tildeler ph.d.- og doktorgraden,
5. kan udtale sig om alle akademiske forhold af væsentlig betydning for IT-Universitetets virksomhed, og
6. har pligt til at drøfte de akademiske forhold, som rektor forelægger.

Stk. 2. Akademisk råd er beslutningsdygtigt, når ~~formanden~~lederen af Akademisk råd og mindst 1 øvrigt medlem er til stede. Akademisk råd træffer afgørelser ved simpel stemmeflerhed. Ved stemmelighed er ~~formandens~~lederen af Akademisk råds stemme afgørende.

Studienævn

§ 14

Rektor opretter studienævn, der dækker de enkelte uddannelser/linjer eller flere uddannelser/linjer. Et studienævn kan højst have 14 medlemmer.

Stk. 2. Til studienævn vælges et lige stort antal medlemmer af og blandt det videnskabelige personale (VIP), herunder ansatte ph.d.-studerende, og af og blandt de studerende.

Stk. 3. Til studienævn, der dækker flere uddannelser/linjer, kan en del af medlemmerne vælges ved indirekte valg gennem valg af underliggende faglige kollegiale organer, som vælger medlemmer til studienævnet iblandt sig, jf. stk. 7 - 9. Denne bestemmelse er indsat efter dispensation fra uddannelses- og forskningsministeren, jf. universitetslovens § 36.

Stk. 4. Rektor – eller den rektor bemyndiger hertil – kan nedsætte et antal faglige kollegiale organer bestående af lige mange VIP og studerende, som repræsenterer en eller flere uddannelser/linjer, og som har til opgave – udover at udpege medlemmer til studienævnet – at indstille beslutninger og sager vedrørende uddannelse og studieordninger til studienævnet.

Stk. 5. ~~VIP-~~medlemmer til studienævn eller uddannelsesgrupper vælges af og blandt de VIP, der underviser indenfor studienævnets uddannelser/linjer. ~~VIP-~~medlemmer til faglige kollegiale organer vælges af og blandt de VIP, der underviser indenfor det faglige kollegiale organs uddannelser/linjer. VIP til studienævn og faglige kollegiale organer skal være ansat på IT-Universitetet som undervisningsassistent eller derover, og have kontrakt på ansættelse i minimum 1 år frem fra tidspunktet for valgets afholdelse. Valgperioden for denne valggruppe er 4 år. De studerende vælges af og blandt de studerende, der er optaget og indskrevet på en bachelor-, kandidat-, master- eller diplomuddannelse inden for det pågældende studienævns

eller faglige kollegiale organs område, såvel den første i den måned, hvor der udskrives valg, som på tidspunktet for valgets afholdelse. Valgperioden for denne valggruppe er 1 år.

Stk. 6. Til studienævn, hvor en del af medlemmerne er valgt ved indirekte valg, jf. stk. 3, vælges herudover ~~en~~1 repræsentant for VIP og ~~en~~1 repræsentant for de studerende ved direkte valg.

Stk. 7. Indirekte valg af medlemmer til studienævn, jf. stk. 3, sker ved at hvert fagligt kollegialt organ vælger medlemmer hertil, jf., stk. 8 og 9.

Stk. 8. ~~VIP-~~medlemmerne i et fagligt kollegialt organ vælger af deres midte ~~en~~1 VIP til studienævnet. En VIP kan være medlem i flere faglige kollegiale organer, men den samme VIP kan ikke repræsentere ~~to~~2 eller flere faglige kollegiale organer i et studienævn. Hvis ~~to~~2 eller flere faglige kollegiale organer vælger samme VIP til studienævnet, træffer rektor, eller den som rektor bemyndiger hertil, beslutning om, hvilket fagligt kollegialt organ den pågældende VIP skal repræsentere i studienævnet. Derefter skal den eller de øvrige faglige kollegiale organ(er) hver vælge en ny repræsentant af deres midte.

Stk. 9. De studerende i et fagligt kollegialt organ vælger af deres midte ~~en~~1 studerende til studienævnet.

Stk. 10. Hvad angår en udliciteret uddannelse/linje, jf. § 25, kan IT-Universitetet indgå aftale med den institution, som uddannelsen/linjen er udliciteret til, om, at uddannelsen/linjen skal være repræsenteret ved et fuldgældigt medlem i det fagligt kollegiale organ, som uddannelsen/linjen hører ind under, i form af en VIP der underviser på uddannelsen/linjen. En sådan aftale kan fastlægge, at medlemmet skal udpeges og ikke vælges.

Stk. 11. Aftale, jf. stk. 10, som indebærer, at en udpeget VIP, som ikke er ansat på IT-Universitetet, skal sidde i et kollegialt organ, kræver uddannelses- og forskningsministerens godkendelse, jf. universitetslovens § 31. Godkendelse efter dette stk. 11, tilknyttes disse vedtægter som allonge.

Stk. 12. Hvis IT-Universitetet indgår en aftale med en institution jf. stk. 10, vælges ~~en~~1 ekstra studerende til det relevante faglige kollegiale organ for at sikre, at det faglige kollegiale organ består af et lige stort antal VIP og studerende.

Stk. 13. Hvert studienævn vælger af sin midte blandt sine VIP-medlemmer, der er ansat på IT-Universitetet, en ~~formand~~studienævnsleder. Studienævnet vælger af sin midte blandt de studerende en ~~næstformand~~vicestudienævnsleder.

Stk. 14. ~~Næstformanden~~Vicestudienævnslederen deltager i tilrettelæggelsen af studienævnets arbejde.

Stk. 15. Ved afholdelse af valg til studienævn og underliggende faglige kollegiale organer følges de til enhver tid gældende regler for valg på IT-Universitetet.

Studienævn

§ 15

1. indstiller studieleder til rektor,
2. sikrer tilrettelæggelse, gennemførelse og udvikling af uddannelser og undervisning, herunder
 - i. kvalitetssikrer og kvalitetsudvikler uddannelser og undervisning og påser opfølgning af uddannelses- og undervisningsevalueringer,
 - ii. udarbejder forslag til studieordninger og ændringer heri til rektors godkendelse,
 - iii. godkender plan for tilrettelæggelse af undervisning og af prøver og anden bedømmelse, der indgår i eksamen,
 - iv. behandler ansøgninger om merit, herunder forhåndsmerit, og om dispensationer, og
 - v. udtaler sig inden for sit område i alle sager af betydning for uddannelse og undervisning og drøfter forhold om uddannelse og undervisning, som rektor eller den, rektor bemyndiger hertil, forelægger.

Stk. 2. Et studienævn er beslutningsdygtigt, når ~~formanden~~ studienævslederen og mindst halvdelen af VIP-medlemmer og mindst halvdelen af de studerende er til stede. Et studienævn træffer afgørelser ved simpel stemmeflerhed. Ved stemmelighed bortfalder forslaget.

Ph.d.-udvalg

§ 16

Rektor nedsætter ph.d.-udvalg. Et ph.d.-udvalg kan højst have 8 medlemmer og 4 suppleanter.

Stk. 2. Til ph.d.-udvalg vælges et lige stort antal medlemmer blandt det videnskabelige personale (VIP) og de ph.d.-studerende. VIP vælges af og blandt de VIP, som er ansat på IT-Universitetet som adjunkt eller derover, og som fortsat har ansættelse i minimum 1 år frem fra tidspunktet for valgets afholdelse. Ansatte ph.d.-studerende henregnes ikke til denne valggruppe i forbindelse med valg til ph.d.-udvalg. Valgperioden for denne valggruppe er 4 år. De ph.d.-studerende vælges af og blandt personer, der er indskrevet på ph.d.-studiet på IT-Universitetet og tilknyttet den pågældende ph.d.-skole, såvel den første i den måned, hvor der

udskrives valg, som på tidspunktet for valgets afholdelse. Valgperioden for denne gruppe er 1 år.

Stk. 3. ~~Formand~~Ph.d.-udvalgsleder og ~~næstformand~~viceph.d.-udvalgsleder ~~for ph.d.-udvalg~~ udpeges af rektor efter indstilling fra pågældende ph.d.-udvalg, der indstiller ~~formand~~ph.d.-udvalgsleder blandt ph.d.-udvalgets VIP og ~~næstformand~~viceph.d.-udvalgsleder blandt ph.d.-udvalgets ph.d.-studerende.

Stk. 4. Ved afholdelse af valg til ph.d.-udvalg følges de til enhver tid gældende regler for valg på IT-Universitetet.

§ 17

Ph.d.-udvalget

1. indstiller sammensætningen af ph.d.-bedømmelsesudvalg til rektor,
2. godkender ph.d.-kurser,
3. udarbejder forslag om interne retningslinjer for ph.d.-skolen, herunder ph.d.-vejledning, til ph.d.-skolelederen,
4. udtaler sig om evaluering af ph.d.-uddannelsen og -vejledning til ph.d.-skolelederen,
5. godkender ansøgninger om merit og dispensation,
6. udtaler sig inden for sit område i alle sager af betydning for ph.d.-uddannelse og -vejledning, som rektor eller den, rektor bemyndiger hertil, forelægger,
7. bistår ph.d.-skolelederen med planlægning af ph.d.-skolens uddannelse, herunder internationale ophold, og
8. bistår ph.d.-skolelederen med løbende evalueringer af skolens aktiviteter.

Stk. 2. Et ph.d.-udvalg er beslutningsdygtigt, når ~~formanden~~ph.d.-udvalgslederen og mindst halvdelen af VIP--medlemmer og mindst halvdelen af de ph.d.-studerende er til stede. Ph.d.-udvalget træffer afgørelser ved simpel stemmeflerhed. Ved stemmelighed er ~~formandens~~ph.d.-udvalgslederens stemme afgørende.

Andre nævn og udvalg

§ 18

Der etableres for IT-Universitetet samarbejds- og sikkerhedsudvalg, jf. Cirkulære om aftale om samarbejde og samarbejdsudvalg i statens virksomheder og institutioner.

C. Institutter og ph.d.-skoler

§ 19

På IT-Universitetet etableres et antal institutter, hvor undervisning og forskning finder sted.

§ 20

På IT-Universitetet etableres et antal ph.d.-skoler, hvor ph.d.-uddannelserne finder sted.

D. Institutleder og studieleder og ph.d.-skoleleder

Institutleder

§ 21

Institutledere ansættes og afskediges af rektor.

Stk. 2. Lederen af hvert enkelt institut varetager instituttets daglige ledelse, herunder planlægning og fordeling af arbejdsopgaver. Institutlederen kan pålægge medarbejdere at løse bestemte opgaver. Det videnskabelige personale har forskningsfrihed og forsker frit inden for universitetets forskningsstrategiske rammer i den tid, hvor de ikke er pålagt opgaver. Universitetets forskningsstrategiske rammer dækker hele universitetets profil. Det videnskabelige personale må ikke over længere tid pålægges opgaver i hele deres arbejdstid, således at de reelt fratages deres forskningsfrihed.

Stk. 3. Institutlederen sikrer kvalitet og sammenhæng i instituttets forskning og undervisning og skal med inddragelse af studienævn og studieleder følge op på evaluering af uddannelse og undervisning.

Studieleder

§ 22

Studielederen udpeges og afsættes af rektor efter indstilling fra studienævnet.

Stk. 2. Studielederen har til opgave i samarbejde med studienævnet at forestå den praktiske tilrettelæggelse af undervisningen og af prøver og anden bedømmelse, der indgår i eksamen. Studielederen godkender opgaveformulering og afleveringstidspunkt for kandidatspecialer samt i tilknytning hertil en plan for vejledningen af den studerende.

Ph.d.-skoleleder

§ 23

Ph.d.-skolelederen udpeges og afsættes af rektor. Rektor kan efter samråd med ph.d.-udvalget udpege ~~formanden~~ ph.d.-udvalgslederen ~~for ph.d.-udvalget~~ som ph.d.-skoleleder.

Stk. 2. Ph.d.-skolelederen har det overordnede ansvar for ph.d.-skolens uddannelse. Ph.d.-skolelederen har til opgave med inddragelse af ph.d.-udvalget at planlægge ph.d.-skolens uddannelse, herunder internationale ophold og forestå løbende evalueringer af ph.d.-skolens aktiviteter. Ph.d.-skolelederen indstiller til rektor om opfølgning på disse evalueringer. Ph.d.-skolelederen skal endvidere udpege ph.d.-vejledere efter regler fastsat af IT-Universitetet og godkende ph.d.-studerende efter indstilling fra VIP-repræsentanterne i ph.d.-udvalget.

E. Andre forhold

§ 24

Klager behandles i overensstemmelse med de til enhver tid gældende regler herfor.

§ 25

IT-Universitetet kan som et led i at koordinere og styrke it-uddannelserne i regionen, indgå udliciteringsaftaler om uddannelsessamarbejder med Copenhagen Business School - Handelshøjskolen, Roskilde Universitet, Danmarks Tekniske Universitet og Københavns Universitet samt andre uddannelsesinstitutioner. Sådanne aftaler skal være skriftlige eller elektroniske og forsynet med digital signatur og skal sikre IT-Universitetets faglige indflydelse på og evaluering af sådanne udliciterede uddannelser.

§ 26

IT-Universitetet gennemfører hvert semester en samlet elektronisk evaluering af IT-Universitetets kurser, undervisere og IT-Universitetet som helhed.

V. Uddannelse og forskning

§ 27

IT-Universitetet udbyder uddannelser på master-, diplom-, bachelor-, kandidat- og ph.d.-niveau samt kortere videre- og efteruddannelsesforløb samt kursusvirksomhed.

§ 28

IT-Universitetet skal nedsætte det nødvendige antal aftagerpaneler, der sammensættes af eksterne medlemmer, som tilsammen har erfaring med og indsigt i IT-Universitetets uddannelsesområde og de ansættelsesområder, som uddannelserne giver adgang til.

Stk. 2. Aftagerpanelerne har til opgave at rådgive rektor og studieleder ved udvikling af eksisterende og nye uddannelser samt ved udvikling af nye undervisnings- og prøveformer. Aftagerpanelerne kan endvidere afgive udtalelse og stille forslag til universitetet om alle spørgsmål, der vedrører uddannelsesområdet. Aftagerpanelerne skal således bidrage til at sikre, at der er overensstemmelse mellem IT-Universitetets udbud af uddannelser og det af aftagerne efterspurgte kompetencebehov. Desuden bistår Executive-level Employers' Panel ved udpegning af nye eksterne bestyrelsesmedlemmer, jf. reglerne i tillæg 1, § 1, stk. 3, nr. 2, jfr. § 1, stk. 4.

VI. Vedtægtsændringer

§ 29

Bestyrelsen kan fremsætte forslag til og vedtage ændringer af nærværende vedtægter i overensstemmelse med reglerne i § 7, stk.1, nr. 13. Vedtægtsændringer skal godkendes af ~~Styrelsen for Institutioner og Uddannelsesstøtte~~Uddannelses- og Forskningsstyrelsen.

VII. Tegning

§ 30

IT-Universitetet tegnes af rektor med undtagelse af dispositioner over fast ejendom, hvor IT-Universitetet tegnes af bestyrelses~~formanden~~lederen sammen med et andet bestyrelsesmedlem.

VIII. Regnskab og revision m.v.

§ 31

Bestyrelsen kan antage ekstern bistand til kontrol og styring af IT-Universitetets budgetter og regnskabsrapportering.

Stk. 2. IT-Universitetets bestyrelse udarbejder særskilt årsrapport.

Stk. 3. IT-Universitetets regnskab opstilles og revideres efter reglerne i universitetslovens § 28.

IX. Ikrafttræden

§ 32

Nærværende vedtægter træder i kraft, når de er godkendt af ~~Styrelsen for Institutioner og Uddannelsesstøtte~~Uddannelses- og Forskningsstyrelsen.

X. Tillæg

§ 33

Tillæg 1: Procedurer for ~~indstilling og~~ udpegning af bestyrelses~~formanden~~lederen og de øvrige eksterne medlemmer af IT-Universitetets bestyrelse.

Tillæg 2: Ansættelses- og afskedigelsesprocedure for rektor, prorektor, universitetsdirektør, og institutledere samt udpegnings- og afsættelsesproceduren for studieledere og ph.d.-skoleledere.

Vedtaget af bestyrelsen den ~~18/9-25~~ 12/4-18

~~Maria Rørbye Rønn~~Carsten Krogh Gomard

Bestyrelses~~formand~~leder

Godkendt af ~~Styrelsen for Institutioner og Uddannelsesstøtte~~Uddannelses- og Forskningsstyrelsen den x/x-~~18~~25

~~Nikolaj Veje~~Mikkel Leihardt

Direktør

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Tillæg 1 til vedtægter for IT-Universitetet i København

Procedurer for ~~indstilling-og~~ udpegning af bestyrelses~~formanden~~~~lederen~~ og de øvrige eksterne medlemmer af IT-Universitetets bestyrelse

Dette dokument indeholder en beskrivelse af procedurerne for ~~indstilling-og~~ udpegning af bestyrelses~~formanden~~~~lederen~~ og de øvrige eksterne bestyrelsesmedlemmer, herunder kravene til bestyrelses~~formandens~~~~lederens~~ og de øvrige eksterne bestyrelsesmedlemmers profil, kvalifikationer og uafhængighed.

§ 1 ~~Indstillings-og-u~~Udpegningsprocedurer og opgaver for udpegnings~~organet og indstillingsorganet~~udvalget

Universitetet nedsætter et ~~organ~~udpegningsudvalg, der udpeger bestyrelses~~formanden~~~~lederen~~ og de øvrige eksterne bestyrelsesmedlemmer (~~udpegningsorganet~~) ~~og et andet organ, der indstiller formanden og de øvrige eksterne medlemmer (indstillingsorganet)~~ i overensstemmelse med de beskrevne procedurer i indeværende tillæg. Ved sammensætningen af udpegningsudvalget tilstræbes, at det samlede udvalg har en ligelig sammensætning af kvinder og mænd, jfr. principperne i Lov om ligestilling af kvinder og mænd.

Stk. 2. De eksterne bestyrelsesmedlemmer udpeges for en periode på ~~fire~~ 4 år med mulighed for genudpegning ~~én~~ 1 eller flere gange, så længe den samlede udpegningsperiode ikke overstiger 8 år, jfr. vedtægtens § 6, stk. 1.

Stk. 3. ~~Universitetet nedsætter for en 4 årig periode et udpegningsorgan bestående~~Udpegningsudvalget består af 89 medlemmer, heraf 5 eksterne medlemmer ~~fra erhvervsliv, myndigheder og øvrige uddannelsesinstitutioner m.v. med følgende~~

sammensætning:

- 1. Bestyrelseslederen, der er leder af udpegningsudvalget. To medlemmer fra ITU Executive-level Employers' Panel, udpeget af panelet selv blandt panelets medlemmer, jf. dog stk. 4,
- 2. Et medlem fra hver af tre ikke-offentlige bidragydere i den forgangne 4-årige periode til IT-Universitetet i Københavns eksternt finansierede forskning, udpeget af den respektive ikke-offentlige bidragyder selv blandt dens ledelse. De bidragydere, der har erklæret sig villige til at deltage, prioriteres ud fra faldende størrelse af deres bidrag, sådan at de største bidragydere prioriteres først. Fem 5 eksterne medlemmer, hvoraf to 2 udpeges af rektor blandt medlemmerne af ITU Executive-level Employers' Panel, og tre 3 udpeges af rektor efter forudgående drøftelse i universitetets universitetsledelsesforum.
- 3. Tre 3 medlemmer udpeget af bestyrelsen blandt bestyrelsens medlemmer, heraf ét 1 medlem, der repræsenterer de ansatte, ét 1 medlem, der repræsenterer de studerende, og ét 1 eksternt medlem af bestyrelsen.
- 4. Formanden for IT-Universitetet i Københavns studenterorganisation (Student Council), og
- 5. En repræsentant for de eksterne bestyrelsesmedlemmer; sidstnævnte kan ikke være bestyrelsesformanden.

Stk. 4. Hvis der blandt de ikke-offentlige bidragydere, jf. stk. 3, nr. 2, ikke kan findes tre bidragydere, der er villige til at deltage, suppleres det manglende antal bidragydere med medlem(mer) fra ITU Executive-level Employers' Panel, udpeget af panelet selv blandt panelets medlemmer.

Stk. 5. Medlemmerne af udpegningsorganet udvalget kan højst være udpeget i en sammenhængende periode på otte 8 år. Efter en karensperiode på minimum 1 år, vil et medlem kunne udpeges på ny. De fem 5 eksterne medlemmer (medlemmer fra ITU Executive-level Employers' Panel og medlemmer fra de ikke-offentlige bidragydere til IT-Universitetet i Københavns eksternt finansierede forskning) (medlemmer udpeget af rektor blandt medlemmer af ITU Executive-level Employers' Panel og medlemmer udpeget af rektor efter forudgående drøftelse i universitetets universitetsledelsesforum) udpeges i deres personlige egenskab og må ikke være medlemmer af universitetets bestyrelse eller være ansat eller studerende på universitetet. Udpegningsorganet vælger blandt de fem eksterne medlemmer en formand. Formanden skal have erfaring med ledelse og bred indsigt i samfundsmæssige forhold. Formandens stemme er afgørende i tilfælde af stemmelighed. De fem 5 eksterne medlemmer skal tilsammen afspejle universitetets brugere og aftager ee, og have indsigt i universitetets opgaver og skal tilsammen have indsigt i forskning, forskningsbaseret uddannelse, ledelse, organisation og økonomi, herunder vurdering af budgetter og regnskaber.

Stk. 6. Udpegningsorganet udpeger to medlemmer, der ikke kan være medlemmer af udpegningsorganet, bestyrelsen, ansatte eller studerende på universitetet, til indstillingsorganet, jf. stk. 8. De pågældende udpeges i deres personlige egenskab.

Stk. 7. Senest tre måneder forud for udløbet af de eksterne bestyrelsesmedlemmers periode, herunder bestyrelsesmandens periode, overvejer udpegningsorganet, om organet anser det for hensigtsmæssigt, at de eksterne bestyrelsesmedlemmer, herunder bestyrelsesformanden, får mulighed for at fortsætte yderligere fire år. I bekræftende fald, og hvis de eksterne bestyrelsesmedlemmer, herunder formanden, er villige til at påtage sig en ny periode, foretager udpegningsorganet genudpegnings. Genudpegnings af bestyrelsesformanden forelægges til ministerens godkendelse.

~~Stk. 8.~~ Det tilstræbes, at universitetet senest tre måneder før et eksternt medlem, herunder formanden, træder ud af bestyrelsen, nedsætter et indstillingsorgan bestående af:

- ~~—Bestyrelsesformanden, der er formand for indstillingsorganet, jf. dog stk. 10;~~
- ~~—Et eksternt bestyrelsesmedlem;~~
- ~~—Et internt bestyrelsesmedlem;~~
- ~~—En repræsentant udpeget af Uddannelses- og Forskningsministeriet; og~~
- ~~—To medlemmer udpeget af udpegningsorganet.~~

~~Stk. 9.~~ Ved nedsættelsen af indstillingsorganet beslutter udpegningsorganet, om indstillingsorganets opgave vedrører én eller flere indstillinger til udpegningsorganet.

~~Stk. 105.~~ Ved indstilling udpegning eller genudpegning af ny bestyrelsesformand leder udpeger udpegningsorganet en formand for indstillingsorganet. Formanden for indstillingsorganet udpeges i sin personlige egenskab, kan bestyrelseslederen ikke være medlem en del af udpegningsorganet udvalget, universitetets bestyrelse eller være ansat eller studerende på universitetet og skal have kompetencer svarende til de krav, der stilles til bestyrelsesformanden. Bestyrelsen udpeger i stedet 1 eksternt bestyrelsesmedlem som medlem af udpegningsudvalget, og udpegningsudvalget udpeger en ny leder blandt de 5 eksterne medlemmer af udvalget, jf. universitetslovens § 12, stk. 7.

~~Stk. 116.~~ Indstillings Udpegningsorganet udvalget skal på baggrund af udarbejdede kompetenceprofiler i åbent opslag annoncere efter forslag til nye eksterne medlemmer, herunder ny bestyrelsesformand leder, til bestyrelsen samt sikre, at de indstillede modtagne kandidater opfylder gældende kvalifikationskrav jf. universitetslovens § 12, stk. 2, og stk. 3, 3. og 4. pkt. Indstillingsorganet udarbejder en liste til udpegningsorganet med minimum én ekstra kandidat end det påkrævede antal af eksterne bestyrelsesmedlemmer, der skal udskiftes.

~~Stk. 127.~~ Udpegnings organet udvalget udpeger på baggrund af indstillingsorganets liste bestyrelsesformanden lederen og de øvrige eksterne medlemmer af bestyrelsen og påser, at de eksterne medlemmer opfylder betingelserne i dette tillægs § 2. Ved udpegning af nye bestyrelsesmedlemmer skal udpegningsudvalget tilstræbe, at den samlede bestyrelse har en ligelig sammensætning af kvinder og mænd, jfr. principperne i Lov om ligestilling af mænd og kvinder. Den udpegede bestyrelsesformand leder skal godkendes af ministeren. Udpegningsorganet kan bede om en ny indstilling, hvis de indstillede modtagne kandidater efter udpegnings organets udvalgets opfattelse ikke i fornødent omfang opfylder kravene til bestyrelsens sammensætning eller gældende kvalitets- og uafhængighedskrav, jf. dette tillægs §§ 2 og 3, annonceres på ny i åbent opslag efter forslag til eksterne medlemmer, herunder ny bestyrelsesleder, og proceduren i stk. 5-7 gentages.

~~Stk. 138.~~ Såfremt et eller flere af de siddende eksterne medlemmer af bestyrelsen, herunder formanden bestyrelseslederen, udtræder af bestyrelsen inden udløbet af den 4-årige periode, udpeges i overensstemmelse med den beskrevne procedure i stk. ~~7-125-7~~, et nyt eksternt bestyrelsesmedlem for en 4-årig periode.

~~Stk. 149.~~ Hvis siddende eksterne bestyrelsesmedlemmer ~~indstilles og~~ udpeges som bestyrelsesformand leder, vil den periode, bestyrelsesmedlemmet har siddet i bestyrelsen, tælle med i den samlede maksimale udpegningsperiode.

Stk. 10. Senest tre måneder forud for udløbet af de eksterne bestyrelsesmedlemmers periode, herunder bestyrelseslederens periode, overvejer udpegningsudvalget, om udvalget anser det for hensigtsmæssigt, at de eksterne bestyrelsesmedlemmer, herunder bestyrelseslederen, får mulighed for at fortsætte yderligere en periode, jf. stk. 2. I bekræftende fald, og hvis de eksterne bestyrelsesmedlemmer, herunder bestyrelseslederen, er villige til at påtage sig en ny periode, foretager udpegningsudvalget genudpegning. Genudpegning af bestyrelseslederen forelægges til ministerens godkendelse.

§ 2 Kvalifikationer

De eksterne medlemmer af bestyrelsen udpeges i deres personlige egenskab.

Stk. 2. ~~De eksterne b~~Bestyrelsesmedlemmer skal tilsammen have erfaring med og indsigt i forskning, forskningsbaseret uddannelse, vidensformidling, videnuudveksling og universitetets opgaveområder efter universitetslovens § 2, stk. 4, jf. § 12, stk. 2, med henblik på at kunne varetage den overordnede og strategiske ledelse af universitetet. De eksterne medlemmer skal have en kandidatuddannelse eller en uddannelse på tilsvarende niveau, og mindst ~~ét~~1 af de eksterne medlemmer skal have erfaring som anerkendt forsker.

Stk. 3. De eksterne medlemmers kompetencer skal tilsammen afspejle universitetets opgaver, jf. universitetslovens § 2, og tilsammen skal de eksterne medlemmer have indsigt i forskning, forskningsbaseret uddannelse, ledelse, organisation og økonomi, herunder vurdering af budgetter og regnskaber. Bestyrelseslederens ~~formand~~ skal have erfaring med strategisk ledelse af en stor virksomhed eller organisation og væsentlig indsigt i samfundsmæssige forhold, jf. universitetslovens § 12, stk. 3.

§ 3 Uafhængighed

De eksterne medlemmer af bestyrelsen skal være uafhængige. De eksterne medlemmer må således ikke

- modtage mandat fra en organisation, offentlig myndighed eller virksomhed,
- have en væsentlig økonomisk eller anden tilsvarende interesse i IT-Universitetet,
- have haft en fremtrædende ledelsespost på IT-Universitetet inden for de seneste ~~#~~10 år,
- fungere som professionel rådgiver eller udføre opgaver af lignende karakter for IT-Universitetet,
- have en væsentlig økonomisk interesse i en virksomhed, der fungerer som professionel rådgiver eller udfører opgaver af lignende karakter for IT-Universitetet,
- være indskrevet som studerende på IT-Universitetet eller

- være ansat på IT-Universitetet, herunder som censor eller som adjungeret professor eller adjungeret lektor

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Tillæg 2 til vedtægter for IT-Universitetet

1. Rekruttering af rektor

Bestyrelsen ansætter rektor, jf. universitetslovens § 10, stk. 7, og vedtægternes § 7, stk. 1, nr. 9.

Kvalifikationskrav

Rektor skal være en anerkendt forsker, som begrebet er defineret i lov om forskningsrådgivning m.v., inden for et af universitetets fagområder og have indsigt i uddannelsessektoren. Rektor skal desuden have erfaring med ledelse og organisering af forskningsmiljøer og have indsigt i et universitets virke og samspil med det omgivende samfund, jf. universitetslovens § 14, stk. 2.

Bestyrelsen kan fastsætte supplerende kvalifikationskrav.

Stillingsopslag

Personaleafdelingen udarbejder et stillingsopslag og eventuelt en stillingsbeskrivelse, der godkendes af bestyrelsen.

Bestyrelsen træffer beslutning om, hvor stillingen skal annonceres, dvs. i hvilke fagblade/dagblade, samt om ansøgningsfristens længde, der dog minimum er på 14 dage fra annonceringen.

Stillingen opslås efter de gældende regler om stillingsopslag i staten.

Kontaktperson i forbindelse med stillingsopslaget er bestyrelsesformanden/lederen.

Ansættelsesprocedurer

Ansættelsesprocedurerne skal sikre, at rektor har faglig og ledelsesmæssig legitimitet.

Ansøgninger adresseres til bestyrelsesformanden/lederen, som træffer afgørelse om, hvilke ansøgere der skal indkaldes til samtale. Bestyrelsesformanden/lederen afholder samtaler med relevante ansøgere og fremkommer på den baggrund med en begrundet skriftlig indstilling om ansættelse til bestyrelsen. Bestyrelsen kan beslutte at benytte sig af eksterne rekrutteringseksperter og tests.

Ved vurdering af, hvorvidt en ansøger opfylder universitetslovens krav om, at rektor skal være en anerkendt forsker, som begrebet er defineret i lov om forskningsrådgivning m.v., inden for et af universitetets fagområder, lægges det til grund, at ansøgeren i en årrække dels på videnskabeligt plan aktivt har beskæftiget sig med forskning, som er på mindst lektor- eller seniorforskniveau, dels er blevet bedømt som kvalificeret af et fagkyndigt udvalg i forbindelse med en ansøgning til et lektorat på et universitet, en seniorforskerstilling på en sektorforskningsinstitution eller til en stilling på tilsvarende niveau ved en udenlandsk forskningsinstitution. Hvis en potentiel kandidat ikke er i besiddelse af en sådan fagkyndig bedømmelse, nedsætter bestyrelsen et udvalg, der sammensættes som et bedømmelsesudvalg, der skal bedømme, om ansøgerens videnskabelige aktivitet og produktion kan kvalificere ansøgeren som anerkendt forsker. Hvis bestyrelsen selv besidder samme kompetence, som forudsat af et bedømmelsesudvalg, kan bestyrelsen dog selv foretage bedømmelsen.

Ansættelsesvilkår

Bestyrelsen træffer afgørelse om ansættelsesvilkårene under hensyn til statens gældende regler herom.

2. Afsked af rektor

Bestyrelsen afskediger rektor, jf. universitetslovens § 10, stk. 7, og vedtægternes § 7, stk. 1, nr. 9.

Såfremt bestyrelsen beslutter at søge iværksat en afsked af rektor, gennemføres en sag herom i henhold til universitetslovens § 29.

3. Rekruttering af prorektor

Bestyrelsen ansætter prorektor efter indstilling fra rektor, jf. universitetslovens § 10, stk. 7, og vedtægternes § 7, stk. 1, nr. 10.

Kvalifikationskrav

Prorektor skal være en anerkendt forsker, som begrebet er defineret i lov om forskningsrådgivning m.v., inden for et af universitetets fagområder og have indsigt i uddannelsessektoren. Prorektor skal desuden have erfaring med ledelse og organisering af forskningsmiljøer og have indsigt i et universitets virke og samspil med det omgivende samfund, jf. universitetslovens § 14, stk. 2.

Stillingsopslag

Personaleafdelingen udarbejder stillingsopslag og eventuelt en stillingsbeskrivelse, der godkendes af bestyrelsen.

Rektor beslutter, hvor stillingen skal annonceres, dvs. i hvilke fagblade/dagblade, samt om ansøgningsfristens længde, der dog minimum er på 14 dage fra annonceringen.

Stillingen opslås efter de gældende regler om stillingsopslag i staten.

Kontaktperson i forbindelse med stillingsopslag er rektor.

Ansættelsesprocedurer

Ansættelsesudvalget består af bestyrelsesformanden, lederen og rektor. Ansættelsesudvalget kan beslutte at benytte sig af eksterne rekrutteringseksperter og tests. Ansættelsesudvalget afholder samtaler med relevante ansøgere og på den baggrund giver rektor en begrundet skriftlig indstilling om ansættelse til bestyrelsen.

Ved vurdering af, hvorvidt en ansøger opfylder universitetslovens krav om, at prorektor - som rektors stedfortræder - skal være en anerkendt forsker, som begrebet er defineret i lov om forskningsrådgivning m.v., inden for et af universitets fagområder, lægges det til grund, at ansøgeren i en årrække dels aktivt har beskæftiget sig med forskning, som er på mindst lektor eller seniorforsknerniveau, dels er blevet bedømt som kvalificeret af et fagkyndigt udvalg i forbindelse med en ansøgning til et lektorat på et universitet, en seniorforskerstilling på en sektorforskningsinstitution eller til en stilling på tilsvarende niveau ved en udenlandsk forskningsinstitution. Hvis en potentiel kandidat ikke er i besiddelse af en sådan fagkyndig bedømmelse, nedsætter bestyrelsen et udvalg, der sammensættes som et bedømmelsesudvalg, der skal bedømme, om ansøgerens videnskabelige aktivitet og produktion kan kvalificere ansøgeren som anerkendt forsker. Hvis bestyrelsen selv besidder samme kompetence, som forudsat af et bedømmelsesudvalg, kan bestyrelsen dog selv foretage bedømmelsen.

Ansættelsesvilkår

Bestyrelsen træffer efter indstilling fra rektor, jfr. universitetslovens § 10, stk. 7, og vedtægternes § 7, stk. 1, nr. 10, afgørelse om ansættelsesvilkårene under hensyn til statens gældende regler herom.

4. Afsked af prorektor

Bestyrelsen afskediger efter indstilling fra rektor prorektor, jf. universitetslovens § 10, stk. 7, og vedtægternes § 7, stk. 1, nr. 10.

Såfremt bestyrelsen beslutter at søge iværksat afsked af prorektor, gennemføres en sag herom i henhold til universitetslovens § 29.

5. Rekruttering af universitetsdirektør

Bestyrelsen ansætter universitetsdirektøren efter indstilling fra rektor, jf. universitetslovens § 10, stk. 7, og vedtægternes § 7, stk. 1, nr. 10.

Kvalifikationskrav

Bestyrelsen kan efter indstilling fra rektor fastsætte kvalifikationskrav.

Stillingsopslag

Personaleafdelingen udarbejder stillingsopslag og eventuelt en stillingsbeskrivelse, der godkendes af bestyrelsen.

Rektor beslutter, hvor stillingen skal annonceres, dvs. i hvilke fagblade/dagblade, samt om ansøgningsfristens længde, der dog minimum er på 14 dage fra annonceringen.

Stillingen opslås efter de gældende regler om stillingsopslag i staten.

Kontaktperson i forbindelse med stillingsopslag er rektor.

Ansættelsesprocedurer

Ansættelsesudvalget er bestyrelsesformanden, lederen og rektor. Ansættelsesudvalget kan beslutte at benytte sig af eksterne rekrutteringseksperter og tests. Ansættelsesudvalget afholder samtaler med relevante ansøgere og på den baggrund giver rektor en begrundet skriftlig indstilling om ansættelse til bestyrelsen.

Ansættelsesvilkår

Bestyrelsen træffer efter indstilling fra rektor, jfr. universitetslovens § 10, stk. 7, og vedtægternes § 7, stk. 1, nr. 10, afgørelse om ansættelsesvilkårene under hensyn til statens gældende regler herom.

6. Afsked af universitetsdirektør

Bestyrelsen afskediger efter indstilling fra rektor universitetsdirektøren, jf. universitetslovens § 10, stk. 7, og vedtægternes § 7, stk. 1, nr. 10.

Såfremt bestyrelsen beslutter at søge iværksat afsked af universitetsdirektøren, gennemføres en sag herom i henhold til universitetslovens § 29.

7. Rekruttering af institutledere

Rektor ansætter institutledere, jf. universitetslovens § 14, stk. 4, og vedtægternes § 11, stk. 1, nr. 8.

Kvalifikationskrav

Institutlederne skal være anerkendte forskere, som begrebet er defineret i lov om forskningsrådgivning m.v., og skal i relevant omfang have erfaring med uddannelse, jf. universitetslovens § 14, stk. 4, 2. pkt.

Rektor kan fastsætte supplerende kvalifikationskrav.

Stillingsopslag

Personaleafdelingen udarbejder stillingsopslag og eventuelt stillingsbeskrivelser, der godkendes af rektor.

Rektor beslutter, hvor stillingerne skal annonceres, dvs. i hvilke fagblade/dagblade, samt om ansøgningsfristens længde, der dog minimum er på 14 dage fra annonceringen.

Stillingerne opslås efter de gældende regler om stillingsopslag i staten.

Kontaktperson i forbindelse med stillingsopslag er rektor.

Ansættelsesprocedurer

Ansættelsesprocedurerne skal sikre, at institutlederne har faglig og ledelsesmæssig legitimitet.

Ansættelsesudvalget består af rektor og ~~to~~2 yderligere personer udpeget af rektor. Ansættelsesudvalget kan beslutte at benytte sig af eksterne rekrutteringseksperter og tests. Ansættelsesudvalget afholder samtaler med relevante ansøgere, og rektor træffer på den baggrund beslutning om ansættelse i institutlederstillingerne.

Ved vurdering af, hvorvidt en ansøger opfylder universitetslovens krav om, at institutledere skal være anerkendte forskere, lægges det til grund, at ansøgeren i en årrække på videnskabeligt plan aktivt har beskæftiget sig med forskning på mindst lektor- eller seniorforsknerniveau eller på et tilsvarende niveau ved eten udenlandsk forskningsinstitution. Hvis en potentiel kandidat ikke er i besiddelse af en sådan fagkyndig bedømmelse, nedsætter rektor et udvalg, der sammensættes som et bedømmelsesudvalg, der skal bedømme, om ansøgerens videnskabelige aktivitet og produktion kan kvalificere ansøgeren som anerkendt forsker.

Ansættelsesvilkår

Stillingen besættes på åremål for et tidsrum af indtil 6 år.

Åremålsansættelsen kan forlænges uden opslag i overensstemmelse med statens regler.

Genansættelse efter fornyet opslag kan ske højst 2 gange, eller i øvrigt hvis genansættelse er begrundet i objektive forhold.

Der kan i forbindelse med ansættelse af en institutleder forhandles om en tilbagegangsstilling som videnskabelig medarbejder på IT-Universitetet.

8. Afsked af institutledere

Rektor afskediger institutledere, jf. universitetslovens § 14, stk. 4, og vedtægternes § 11, stk. 1, nr. 8.

Såfremt rektor beslutter at søge iværksat afsked af en institutleder, gennemføres en sag herom i henhold til universitetslovens § 29.

9. Udpegning af studieledere

Rektor udpeger efter indstilling fra studienævnet studieledere, jf. vedtægternes § 11, stk. 1, nr. 9.

Kvalifikationskrav

Studielederen skal være en videnskabelig medarbejder.

Rektor kan fastsætte supplerende kvalifikationskrav til studielederen.

10. Afsættelse af studieledere

Rektor afsætter efter indstilling fra studienævnet studieledere, jf. vedtægternes § 11, stk. 1, nr. 9.

11. Udpegning af ph.d.-skoleledere

Rektor udpeger ph.d.-skoleledere, jf. universitetslovens § 14, stk. 5, og vedtægternes § 11, stk. 1, nr. 10.

Kvalifikationskrav

I forbindelse med udpegningen skal det sikres, at ph.d.-skolelederen har faglig og ledelsesmæssig legitimitet.

Ph.d.-skolelederen skal være anerkendt forsker, som begrebet er defineret i lov om forskningsrådgivning m.v., og i relevant omfang have erfaring med uddannelse, jf. universitetslovens § 14, stk. 5, 2. pkt.

Ved vurdering af, hvorvidt den udpegede ph.d.-skoleleder opfylder universitetslovens krav om, at ph.d.-skoleledere skal være anerkendte forskere, lægges det til grund, at ph.d.-skolelederen i en årrække på videnskabeligt plan aktivt har beskæftiget sig med forskning, og som er på mindst lektor- eller seniorforsknerniveau eller på et tilsvarende niveau ved en udenlandsk forskningsinstitution. Hvis en potentiel kandidat ikke er i besiddelse af en sådan fagkyndig bedømmelse, nedsætter rektor et udvalg, der sammensættes som et bedømmelsesudvalg, der skal bedømme, om ansøgerens videnskabelige aktivitet og produktion kan kvalificere ansøgeren som anerkendt forsker.

12. Afsættelse af ph.d.-skoleledere

Rektor afsætter ph.d.-skoleledere, jf. vedtægternes § 11, stk. 1, nr. 10.

Enclosure 8b

Tillæg 1 til vedtægter for IT-Universitetet i København

Procedurer for udpegning af bestyrelseslederen og de øvrige eksterne medlemmer af IT-Universitetets bestyrelse

Dette dokument indeholder en beskrivelse af procedurerne for udpegning af bestyrelseslederen og de øvrige eksterne bestyrelsesmedlemmer, herunder kravene til bestyrelseslederens og de øvrige eksterne bestyrelsesmedlemmers profil, kvalifikationer og uafhængighed.

§ 1 Udpegningsprocedurer og opgaver for udpegningsudvalget

Universitetet nedsætter et udpegningsudvalg, der udpeger bestyrelseslederen og de øvrige eksterne bestyrelsesmedlemmer i overensstemmelse med de beskrevne procedurer i indeværende tillæg. Ved sammensætningen af udpegningsudvalget tilstræbes, at det samlede udvalg har en ligelig sammensætning af kvinder og mænd, jfr. principperne i Lov om ligestilling af kvinder og mænd.

Stk. 2. De eksterne bestyrelsesmedlemmer udpeges for en periode på 4 år med mulighed for genudpegning 1 eller flere gange, så længe den samlede udpegningsperiode ikke overstiger 8 år, jfr. vedtægtens § 6, stk. 1.

Stk. 3. Udpegningsudvalget består af 9 medlemmer, heraf 5 eksterne medlemmer med følgende sammensætning:

- 1. Bestyrelseslederen, der er leder af udpegningsudvalget.
- 2. 5 eksterne medlemmer, hvoraf 2 udpeges af rektor blandt medlemmerne af ITU Executive-level Employers' Panel, og 3 udpeges af rektor efter forudgående drøftelse i universitetets universitetsledelsesforum.
- 3. 3 medlemmer udpeget af bestyrelsen blandt bestyrelsens medlemmer, heraf 1 medlem, der repræsenterer de ansatte, 1 medlem, der repræsenterer de studerende, og 1 eksternt medlem af bestyrelsen.

Stk. 4. Medlemmerne af udpegningsudvalget kan højst være udpeget i en sammenhængende periode på 8 år. Efter en karenstid på minimum 1 år, vil et medlem kunne udpeges på ny. De 5 eksterne medlemmer (medlemmer udpeget af rektor blandt medlemmer af ITU Executive-level Employers' Panel og medlemmer udpeget af rektor efter forudgående drøftelse i universitetets universitetsledelsesforum) udpeges i deres personlige egenskab og må ikke være medlemmer af universitetets bestyrelse eller være ansat eller studerende på universitetet. De 5 eksterne medlemmer skal tilsammen afspejle universitetets brugere og aftagere og have indsigt i universitetets opgaver.

Stk. 5. Ved udpegning eller genudpegning af ny bestyrelsesleder kan bestyrelseslederen ikke være en del af udpegningsudvalget. Bestyrelsen udpeger i stedet 1 eksternt bestyrelsesmedlem som medlem af udpegningsudvalget, og udpegningsudvalget udpeger en ny leder blandt de 5 eksterne medlemmer af udvalget, jfr. universitetslovens § 12, stk. 7.

Stk. 6. Udpegningsudvalget skal på baggrund af udarbejdede kompetenceprofiler i åbent opslag annoncere efter forslag til nye eksterne medlemmer, herunder ny bestyrelsesleder, til

bestyrelsen samt sikre, at de modtagne kandidater opfylder gældende kvalifikationskrav jf. universitetslovens § 12, stk. 2 og stk. 3.

Stk. 7. Udpegningsudvalget udpeger bestyrelseslederen og de øvrige eksterne medlemmer af bestyrelsen og påser, at de eksterne medlemmer opfylder betingelserne i dette tillægs § 2. Ved udpegning af nye bestyrelsesmedlemmer skal udpegningsudvalget tilstræbe, at den samlede bestyrelse har en ligelig sammensætning af kvinder og mænd, jfr. principperne i Lov om ligestilling af mænd og kvinder. Den udpegede bestyrelsesleder skal godkendes af ministeren. Hvis de modtagne kandidater efter udpegningsudvalgets opfattelse ikke i fornødent omfang opfylder kravene til bestyrelsens sammensætning eller gældende kvalitets- og uafhængighedskrav, jf. dette tillægs §§ 2 og 3, annonceres på ny i åbent opslag efter forslag til eksterne medlemmer, herunder ny bestyrelsesleder, og proceduren i stk. 5-7 gentages.

Stk. 8. Såfremt et eller flere af de siddende eksterne medlemmer af bestyrelsen, herunder bestyrelseslederen, udtræder af bestyrelsen inden udløbet af den 4-årige periode, udpeges i overensstemmelse med den beskrevne procedure i stk. 5-7, et nyt eksternt bestyrelsesmedlem for en 4-årige periode.

Stk. 9. Hvis siddende eksterne bestyrelsesmedlemmer udpeges som bestyrelsesleder, vil den periode, bestyrelsesmedlemmet har siddet i bestyrelsen, tælle med i den samlede maksimale udpegningsperiode.

Stk. 10. Senest tre måneder forud for udløbet af de eksterne bestyrelsesmedlemmers periode, herunder bestyrelseslederens periode, overvejer udpegningsudvalget, om udvalget anser det for hensigtsmæssigt, at de eksterne bestyrelsesmedlemmer, herunder bestyrelseslederen, får mulighed for at fortsætte yderligere en periode, jf. stk. 2. I bekræftende fald, og hvis de eksterne bestyrelsesmedlemmer, herunder bestyrelseslederen, er villige til at påtage sig en ny periode, foretager udpegningsudvalget genudpegning. Genudpegning af bestyrelseslederen forelægges til ministerens godkendelse.

§ 2 Kvalifikationer

De eksterne medlemmer af bestyrelsen udpeges i deres personlige egenskab.

Stk. 2. Bestyrelsesmedlemmer skal tilsammen have erfaring med og indsigt i forskning, forskningsbaseret uddannelse, vidensformidling, videnudveksling og universitetets opgaveområder efter universitetslovens § 2, stk. 4, jf. § 12, stk. 2, med henblik på at kunne varetage den overordnede og strategiske ledelse af universitetet. De eksterne medlemmer skal have en kandidatuddannelse eller en uddannelse på tilsvarende niveau, og mindst 1 af de eksterne medlemmer skal have erfaring som anerkendt forsker.

Stk. 3. De eksterne medlemmers kompetencer skal tilsammen afspejle universitetets opgaver, jf. universitetslovens § 2, og tilsammen skal de eksterne medlemmer have indsigt i forskning, forskningsbaseret uddannelse, ledelse, organisation og økonomi, herunder vurdering af budgetter og regnskaber. Bestyrelseslederen skal have erfaring med strategisk ledelse af en stor virksomhed eller organisation og væsentlig indsigt i samfundsmæssige forhold, jf. universitetslovens § 12, stk. 3.

§ 3 Uafhængighed

De eksterne medlemmer af bestyrelsen skal være uafhængige. De eksterne medlemmer må således ikke

- modtage mandat fra en organisation, offentlig myndighed eller virksomhed,
- have en væsentlig økonomisk eller anden tilsvarende interesse i IT-Universitetet,
- have haft en fremtrædende ledelsespost på IT-Universitetet inden for de seneste 10 år,
- fungere som professionel rådgiver eller udføre opgaver af lignende karakter for IT-Universitetet,
- have en væsentlig økonomisk interesse i en virksomhed, der fungerer som professionel rådgiver eller udfører opgaver af lignende karakter for IT-Universitetet,
- være indskrevet som studerende på IT-Universitetet eller
- være ansat på IT-Universitetet, herunder som censor eller som adjungeret professor eller adjungeret lektor

Enclosure 8c-2025-07-17+18 DRAFT Amendment to **ARTICLES OF ASSOCIATION of** **The IT University of Copenhagen (ITU)** **(a translation of the Danish version)**

In pursuance of section 13, subsection 1, in the Danish University Act, cf. legal announcement no. ~~172 of February 27, 2018~~ 391 of April 10, 2024, with subsequent changes, is laid down:

I. Name and location

Section 1

The name of the university is IT-Universitetet i København (ITU), in English the IT University of Copenhagen. The IT University is a state-funded, self-governing institution whose registered office and venue is in the Municipality of Copenhagen. The IT University is covered by the Minister for Higher Education and Science's supervisory authority.

II. Purpose

Section 2

The purpose of the IT University is to conduct research and provide research-based teaching in Information Technology up to the highest international levels. The IT University shall strive to generate a public/private sector partnership in both its educational offering and its research to promote IT value creation in Denmark. Based on its research, the IT University is able to carry out projects for a minister as agreed with that Minister. The IT University's remit is to develop and implement educational programmes which are attractive to a large number of people and which are suitable for providing them with IT skills and proficiencies relevant to current demand. The IT University shall further through its research contribute to scientific education and innovation.

III. Financial basis

Section 3

The IT University is financed primarily by way of the Minister for Higher Education and Science's grant for educational, research and communication activities and other activities undertaken by the IT University, including Danish taximeter-model grants, private research funding, research funding from national and EU research programmes and financing activities.

IV. Organisation

Section 4

The IT University is managed by a Board of Directors and the Executive Management. The Executive Management shall comprise at least the ~~Vice-Chancellor~~ Rector and a pro-rector or University Director. The IT University consists of a number of scientific and administrative departments. The number and life of the scientific and administrative departments and to whom the Heads of Department report shall be determined by the Board of Directors on the basis of the ~~Vice-Chancellor~~ Rector's recommendations. The applicable organisation of the IT University is described in the Organisational Chart, which constitutes a separate document. Each scientific department shall have a Head of Department and each ~~section~~ technical/administrative department shall have a Head of ~~Section~~ Department, who manages the staff of the ~~section~~ department. The Heads of the ~~Departments~~ and the Heads of the ~~Section~~ technical/administrative departments shall report to a member of the Executive Management unless otherwise indicated in the Organisational Chart.

Sub-section 2 The applicable Organisational Chart for the IT University shall be published on the IT University's website.

Sub-section 3 Participation and involvement of staff and students shall be ensured through the IT University's collegiate bodies, groups and committees. The existing collegiate bodies, groups and committees and their composition are described in the IT University's Organisational Chart and on its intranet.

A. Management

The Board of Directors

Section 5

The IT University's Board of Directors shall consist of ~~one~~¹ Chairman and ~~eight~~⁸ Board Members. The Chairman and ~~four~~⁴ Board Members shall be external members, ~~one~~¹ member shall be elected by and from among the IT University's scientific staff, including employed PhD students (VIP members), ~~one~~¹ member shall be elected by and from among the technical/administrative staff at the IT University (TAP members) and ~~two~~² members shall be elected by and from among the students at the IT University.

Section 6

The ~~five~~⁵ external members of the Board of Directors shall be represented by both genders, cf. the Danish Act on Gender Equality, and shall be appointed in their personal capacity for a period of ~~four~~⁴ years by the appointment committee ~~on the recommendation of the appointed recommendation committee~~, cf. the procedure described in Appendix 1. Reappointment may ~~only~~ take place ~~once or more times, as long as the total appointment period does not exceed 8 years. Does the reappointment result in an external member's appointment period being prolonged without interruption,~~ ~~the~~ reappointment can be decided by the appointment committee according to the described appointment procedure in Appendix 1, section 1, subsection ~~7~~¹⁰. The re-appointment of the Chairman of the Board is put forward to the minister for approval.

Sub-section 2 The VIP member shall be elected by and from among the scientific staff at the IT University, including employed PhD students, for a period of ~~four~~⁴ years. Reappointment may only take place once. Anyone employed at the IT University to conduct research or to teach and who has an employment contract for a minimum of ~~one~~¹ year from the date of the election shall be electable and entitled to vote.

Sub-section 3 The TAP member shall be elected by and from among the technical-administrative staff at the IT University for a period of ~~four~~⁴ years. Reappointment may only take place once. Anyone employed at the IT University at the IT University as a technical/administrative employee and has an employment contract for a minimum of ~~one~~¹ year from the date of the election shall be electable and entitled to vote.

Sub-section 4 Students shall be elected by and from among the students at the IT University for a period of ~~two~~² years. Reappointment may only take place once. Students shall be elected for staggered periods so that one is elected in even years and another in odd years. Any student taken in and registered on a Bachelor's, Master's or Diploma course at the IT University both on the first day of the month in which the election is called and on the date of the election itself shall be electable and entitled to vote.

Sub-section 7 The Board of Directors may decide to elect a Deputy Chairman from among its external Board Members.

Section 7

The Board of Directors is the highest authority of the IT University and is responsible for the overriding and strategic management of the university. The Board of Directors has the overriding responsibility that the IT University is engaged in research and deliver research-based teaching up to the highest international level within all its subject areas. The Board of Directors has the overriding responsibility that the research and educations of the university are developed continuously. The Board of Directors shall administer the means of the university efficiently and for the best possible benefit of the society, and ensure that staff and students participate and are involved in important decisions.

The Board of Directors

1. on the recommendation of the ~~Vice-Chancellor~~Rector approves the IT University's budget, including the distribution of its overall resources and principles for the use of the resources and signs the IT University's annual report
2. on the proposal of the ~~Vice-Chancellor~~Rector carries out continuous monitoring and control of the IT University's finances
3. determines the IT University's educational offering as the creation of new educations and/or courses must be prequalified, accredited and approved according to the Danish Act on Accreditation of Institutions of Higher Education and the Danish University Act or by invitations to tenders outside Denmark according to international quality assurance systems with subsequent approval by the Danish Agency for ~~Science and~~ Higher Education and Science,
4. on the recommendation of the ~~Vice-chancellor~~Rector approves general admission procedure guidelines
5. has overall responsibility for legality and grant control
6. determines the procedures for the recommendation and appointment of the Chair~~man~~ of the Board and the other external Board Members
7. decides whether a Deputy Chair~~man~~ should be elected from among the external members of the Board of Directors
8. appoints and dismisses the ~~Vice-chancellor~~Rector of the IT University
9. on the ~~Vice-Chancellor~~Rector's recommendation appoints and dismisses the other Executive Management Members
10. determines the appointment and dismissal procedures for the ~~Vice-Chancellor~~Rector, Pro-rector, University Director and Heads of Departments and the appointment and dismissal procedures for Head of Studies and the Heads of the PhD Schools as set out in Appendix 2 to these Articles of Association
11. lays down and amends the Organisational Chart on the recommendation of the ~~Vice-Chancellor~~Rector
12. on the recommendation of the ~~Vice-Chancellor~~Rector determines the election rules applicable to the election of VIP members, TAP members and students to the applicable collegiate bodies
13. prepares amendments to the IT University's Articles of Association which must be approved by the Danish Agency for ~~Institutions and Educational Grants~~Higher Education and Science
14. prepares the Rules of Procedure for the Board of Directors and amendments hereto

15. on the proposal by the ~~Vice-Chancellor~~Rector enters into strategic framework contracts with the Minister. The strategic framework contract must consist of strategic targets for the assignments of the university, and
16. enters into – if applicable – an agreement on conducting projects for a minister.

Sub-section 2 The Board of Directors may pursuant to general rules authorise the Chair~~man~~ of the Board of Directors to make decisions on behalf of the Board of Directors. Board meetings shall be held as required, but a minimum of ~~three~~3 times a year.

Sub-section 3 The Chair~~man~~ of the Board of Directors and the other external Board Members shall receive separate remuneration according to the Circular on Separate Remuneration.

Section 8

Board meetings shall be public. Matters covered by the provisions contained in law for confidentiality in public administration, all personal matters and matters involving information about contract negotiations with private individuals or similar negotiations with public partners shall be dealt with behind closed doors. Matters may also deal with behind closed doors if their nature or other circumstances should warrant it.

Sub-section 2 The Board's meeting material, including agendas and minutes, shall – subject to applicable law – be made publicly available.

Sub-section 3 Matters governed by provisions contained in law for confidentiality in public administration may not be made public. A document or item of information that forms part of a matter or case which is subject to confidentiality shall, however, be made public according to sub-section 2 if the document or item of information is not in itself subject to confidentiality.

Sub-section 4 Personal matters and matters involving information about contract negotiations with private individuals or similar negotiations with public sector partners may be exempted from the requirement that board meeting material be made public if the nature or circumstances of the case should warrant it. A document or an item of information that forms part of a matter covered by point 1, shall, however, be made public according to sub-section 2 unless the publication would contravene the premises that non-publication according to point 1 stipulates.

Sub-section 5. Matters, including documents and information about these that are dealt with behind closed doors, cf. sub-section 1, third point, may be exempted from the requirement that board meeting material be made public if the nature or circumstances of the case should make this absolutely necessary.

The Chair~~man~~ of the Board of Directors

Section 9

The Chair~~man~~ of the Board has the overriding responsibility of organizing the work of the board. On behalf of the university, the Chair~~man~~ of the Board is responsible for the strategic dialogue with the minister and participates in the minister's meetings with the Chair~~mens~~ of the ~~b~~Boards at least twice a year. On the basis of a standing authority from the Board of Directors, the Chair~~man~~ of the Board may represent the Board of Directors.

Sub-section 2 The Chair~~man~~ shall additionally manage property with another Board Member and make decisions on behalf of the Board of Directors with the Board's authorisation, cf. Section 7, sub-section 2.

Sub-section 3 The Chair~~man~~ of the Board shall strive to ensure that the discussions of the Board of Directors take place in the presence of all Board Members and that all important decisions are made by the entire Board.

Deputy Chair~~man~~

Section 10

If the Board of Directors decides from among its external members to elect a Deputy Chair~~man~~, the Deputy Chair~~man~~ may take decisions on behalf of the Chair~~man~~ of the Board with the Chair~~man~~'s authorisation, cf. however Section 9, sub-section 2.

Sub-section 2 In the absence of the Chair~~man~~, the Deputy Chair~~man~~ shall additionally handle the Chair~~man~~'s tasks according to these Articles of Association and the agenda for the Board of Directors and the authorisation and obligations assigned to the Chair~~man~~ of the Board in these Articles of Association and the agenda, cf. however Section 9, sub-section 2.

The ~~Vice-Chancellor~~Rector

Section 11

The ~~Vice-Chancellor~~Rector

1. answers to the Board of Directors in all matters
2. has the responsibility for the general management of the IT University within the framework set out by the Board of Directors. This management includes all staff employed at the IT University
3. ensures quality development of the educational and research offering across the IT University
4. recommends the budget to the Board of Directors, including proposals for the distribution of total resources and proposals for the use of such resources, is responsible for submitting accounts and for keeping the Board of Directors continuously informed of financial developments pertaining to the IT University and signs the IT University's annual report
5. manages the IT University's grants and earnings in general according to the budgets and guidelines approved by the Board of Directors as well as current legislation and grant frameworks
6. prepares proposals for the Board of Directors pertaining to the general guidelines for the IT University's research and educational offering and the IT University's long-term activities and development and prepares action plans for the implementation of the research and course strategies approved by the Board of Directors
7. recommends the appointments and dismissals of other members of the Executive Management to the Board of Directors
8. appoints and dismisses the IT University's other staff, including the rest of the Executive Management
9. appoints and dismisses Head of Studies on the recommendation of the Study Boards and approves study programmes and amendments of these as proposed by the Study Boards

10. appoints and dismisses the Heads of the PhD Schools and initiates international assessment of the PhD schools with the involvement of the Heads of the PhD Schools and follows up on evaluations, including international assessments
11. recommends the Organisational Chart and amendments to this for approval by the Board of Directors
12. negotiates and agrees salary and employment terms, cf. Section 29 of the Danish University Act, within the framework approved by the ~~Chairman~~ of the Board
13. appoints Academic Council
14. on the recommendation of the Academic Council approves the composition of assessment committees for scientific positions
15. appoints Study Boards, determines the size of Study Boards, cf. Section 14, sub-section 1, determines whether indirect elections should be held to a Study Board through the election of other professional collegiate bodies at the IT University, cf. Section 14, sub-section 3, and approves the ~~chairman~~ and deputy ~~chairman~~ of the Study Boards on the recommendation of the Study Boards concerned, cf. Section 14, sub-section 13
16. appoints PhD School Councils, determines the size of PhD School Councils, cf. Section 16, sub-section 1, and appoints the ~~chairman~~ and deputy ~~chairman~~, if applicable, for PhD School Councils on the recommendation of the PhD School Councils concerned
17. ensures the calling – and is responsible for the legality control – of elections to the IT University's collegiate bodies
18. determines the rules for student disciplinary measures
19. after open discussion with the applicable collegiate bodies, groups and committees at the University prepares proposals for strategic framework contracts on the IT University's assignments for submission to the Board of Directors and
20. binds the IT University with the exception of matters of property, cf. Section 9, sub-section 2, and makes decisions in all matters unless such decisions are the remit of the Board of Directors, Academic Council, a Study Board or a PhD School Council.

Sub-section 2 The ~~Vice-Chancellor~~Rector shall ensure that the IT University at all times complies with current legislation and regulations and shall be under obligation to take any action that may be necessary to ensure good and sound management of the IT University, whether such action is described in these Articles of Association or not.

Sub-section 3 The ~~Vice-Chancellor~~Rector shall be entitled to authorise the other members of the Executive Management to take decisions on behalf of the ~~Vice-chancellor~~Rector or to handle a number of the ~~Vice Chancellor~~Rector's duties.

B. Councils, boards and committees

Academic Council

Section 12

The ~~Vice-Chancellor~~Rector shall appoint an Academic Council of which he/she is him/herself a member. The Academic Council consists of the ~~Vice-Chancellor~~Rector and ~~four~~4 other members. ~~Two~~2 members shall be

elected by and from among the scientific staff at the IT University, including employed PhD students (VIP members), and ~~two~~² members shall be elected by and from among the students at the IT University. The Academic Council shall elect its chair~~man~~ from among the Council's ~~VIP-members and the Vice-Chancellor~~.

Sub-section 2 The VIP members shall be elected by and from among the scientific staff at the IT University, including employed PhD students, for a period of ~~four~~⁴ years. Re-election may only take place once. Anyone employed at the IT University at the level of teaching assistant and above and has an employment contract for a minimum of ~~one~~¹ year from the date of the election shall be electable and entitled to vote.

Sub-section 3 Students shall be elected by and from among the students at the IT University for a period of ~~one~~¹ year. Re-election may take place no more than ~~three~~³ times. Any student registered on a Bachelor's, Master's or Diploma course at the IT University shall be electable and entitled to vote both in the first month in which elections are announced and the date of the election.

Sub-section 4 The applicable rules for elections at the IT University shall be complied with in elections to the Academic Council.

Section 13

The Academic Council

1. makes statements to the ~~Vice-Chancellor~~Rector on the internal distribution of grants
2. makes statements to the ~~Vice-Chancellor~~Rector on important strategic research and educational areas and plans for knowledge exchange
3. recommends to the ~~Vice-chancellor~~Rector the composition of expert committees assessing applicants for research positions
4. confers PhDs and doctorates
5. is able to make statements on all academic matters of importance to the activities of the IT University and
6. is under obligation to discuss academic matters presented by the ~~Vice-Chancellor~~Rector.

Sub-section 2 The Academic Council shall be competent to transact business when the chair~~man~~ and at least ~~one~~¹ other member are present. The Academic Council shall take decisions by simple majority. In the event of a parity of votes, the chair~~man~~ shall have the casting vote.

Study Board

Section 14

The ~~Vice-Chancellor~~Rector shall ~~sets~~ up ~~the~~ Study Boards that cover each course/study programme or several educations/study programmes. A study ~~committee~~board may have a maximum of 14 members.

Sub-section 2 An equal number of members shall be elected to a Study Board by and from among the scientific staff (VIP), including employed PhD students, and by and from among the students.

Sub-section 3 Some of the members may be elected by indirect election to a Study Board that covers several courses/ study programmes s by underlying professional collegiate bodies, which appoint members to the study ~~committee~~board from among themselves, cf. sub-sections 7-9. This provision has been added

on dispensation granted by the Minister for Higher Education and Science, cf. Section 36 of the Danish University Act.

Sub-section 4 The ~~Vice-ChancellorRector~~ – or the person authorised by the ~~Vice-ChancellorRector~~ – may appoint a number of professional collegiate bodies consisting of an equal number of VIPs and students representing one or more courses/study programmes and whose task shall be – in addition to appointing members to the Study Board – to recommend decisions and matters pertaining to courses and study programmes to the Study Board.

Sub-section 5 VIP members of ~~the~~a Study Board or a study programme committee shall be elected by and from among the VIPs teaching on the Study Board courses/ study programmes. VIP members of professional collegiate bodies shall be elected by and from among the VIPs teaching on the professional collegiate body's courses/ study programmes. VIPs on a study programme and professional collegiate bodies shall be employed at the IT University at the level of teaching assistant and above and have an employment contract for a minimum of ~~one~~1 year from the date of the election. The election period for this group shall be ~~four~~4 years. Students shall be elected by and from among the students taken in and registered for a Bachelor's, Master's or Diploma course in the area governed by the Study Board or professional collegiate body in question both on the first day of the month in which the election is called and the date of the election itself. The election period for this group shall be ~~one~~1 year.

Sub-section 6 To a Study Board where some members are appointed by indirect election, cf. sub-section 3, an additional representative for VIPs and a representative for the students shall be elected by direct election.

Sub-section 7 Indirect election of members to a Study Board, cf. sub-section 3, shall take place by each professional collegiate body electing members to the Board, cf. sub-sections 8 and 9.

Sub-section 8 The VIP members of a professional collegiate body shall elect ~~a~~1 VIP from their midst to the Study Board. A VIP may be a member of several professional collegiate bodies, but the same VIP cannot represent two or more professional collegiate bodies on the same Study Board. If two or more professional collegiate bodies should elect the same VIP to a Study Board, the ~~Vice-ChancellorRector~~, or the person authorised by the ~~Vice-ChancellorRector~~, shall determine which professional collegiate body the VIP in question should represent on the Study Board. The other professional collegiate body or bodies shall then each elect a new representative from their midst.

Sub-section 9 The students on a professional collegiate body shall elect ~~a~~1 student from their midst to the Study Board.

Sub-section 10 As regards an outsourced course/study programmes, cf. Section 25, the IT University may enter into an agreement with the institution contributing to the course/line that the institution should be represented by a full member of the professional collegiate body to which the course/study programmes belongs, i.e. a VIP teaching the course/study programmes. Such an agreement may determine that such a member should be appointed and not elected.

Sub-section 11 The agreement, cf. sub-section 10, which entails that an appointed VIP who is not employed by the IT University should become a member of a collegiate body must require the approval of the Minister for Higher Education and Science, cf. Section 31 of the Danish University Act. The approval procedure pursuant to sub-section 11 is attached to these Articles of Association as an appendix.

Sub-section 12 If the IT University enters into an agreement with an institution, cf. sub-section 10, an additional student shall be elected to the applicable professional collegiate body to ensure that the course group comprises an equal number of VIPs and students.

Sub-section 13 Each Study Board shall elect a chair~~man~~ from its midst among its VIP member employed at the IT University. The Study Board shall elect a deputy chair~~man~~ from its midst among its students.

Sub-section 14 The deputy chair~~man~~ shall participate in the planning of the work of the Study Board.

Sub-section 15 The applicable rules for elections at the IT University must be complied with in elections to Study Board and underlying professional collegiate bodies.

Section 15

Study Board

1. recommend a Head of Studies to the ~~Vice-Chancellor~~Rector
2. ensure the planning, implementation and development of courses and teaching, including
 - i. quality-assure and quality-develop courses and teaching and ensure monitoring of course and teaching assessments
 - ii. prepare proposals for study programmes and amendments to these for submission to the ~~Vice-Chancellor~~Rector for approval
 - iii. approve a plan for teaching and examinations and other assessments forming part of examinations
 - iv. process applications for merits, including advance merits, and for dispensations and
 - v. make statements within their area in all matters that may be of significance to the courses and teaching and discuss matters pertaining to the courses and teaching that the ~~Vice-Chancellor~~Rector or the person authorised by the ~~Vice-Chancellor~~Rector may submit.

Sub-section 2 A Study Board shall be competent to transact business when the chair~~man~~ and at least half the VIP members and at least half the students are present. A Study Board shall take decisions by simple majority. In the event of a parity of votes, the proposal will lapse.

PhD School Council

Section 16

The ~~Vice-Chancellor~~Rector shall appoint PhD School Councils. A PhD School Council may have a maximum of ~~eight~~8 members and ~~four~~4 substitutes.

Sub-section 2 An equal number of members shall be elected for PhD School Council from and among the scientific staff (VIPs) and the PhD students. VIPs shall be elected by and from among the VIPs employed at the IT University at the level of lecturer and above and have an employment contract for a minimum of ~~one~~1 year from the date of the election. Employed PhD students shall not be included in this election group for the purposes of elections to PhD School Council. The election period for this group shall be ~~four~~4 years. PhD students shall be elected by and from among the students registered for a PhD course at the IT University and affiliated with the PhD school in question both on the first day of the month in which the election is called and the date of the election itself. The election period for this group shall be ~~one~~1 year.

Sub-section 3 The chair~~man~~ and deputy chair~~man~~ of PhD School Councils shall be appointed by the ~~Vice-Chancellor~~Rector on the recommendation of the PhD School Councils recommending the chair~~man~~ from among the PhD School Council's VIPs and the deputy chair~~man~~ from among the PhD School committee's PhD students.

Sub-section 4 The applicable rules for elections at the IT University must be complied with in elections to the PhD School ~~committees~~councils.

Section 17

PhD School Council

1. recommends the composition of PhD assessment committees to the ~~Vice-Chancellor~~Rector
2. approves PhD courses
3. prepares proposals for internal guidelines for the PhD school, including PhD supervision, for the Head of the PhD school
4. makes statements on the assessment of the PhD course and supervision to the Head of the PhD school
5. approves applications for merits and dispensation
6. makes statements within its area in all matters that may be of significance to the PhD courses and supervision that the ~~Vice-Chancellor~~Rector or the person authorised by the ~~Vice Chancellor~~Rector may submit
7. assists the Head of the PhD school in the planning of the PhD school's courses, including international courses of study and
8. assists the Head of the PhD school in the continuous assessment of the school's activities.

Sub-section 2 A PhD School Council shall be competent to transact business when the chair~~man~~ and at least half the VIP members and at least half the PhD students are present. The PhD School Council shall take decisions by simple majority. In the event of parity of votes, the chair~~man~~ shall have the casting vote.

Other councils and committees

Section 18

A liaison and security committee shall be set up for the IT University, cf. Circular on Agreement on Partnership and Liaison Committee in Government Companies and Institutions.

C. ~~Institutes~~Departments and PhD schools

Section 19

A number of ~~institutes~~departments where teaching and research take place shall be established at the IT University.

Section 20

A number of PhD schools where the PhD courses take place shall be established at the IT University.

D. Head of the Department and Head of Study and Head of PhD School

Head of Department

Section 21

Heads of Department shall be appointed and dismissed by the ~~Vice-Chancellor~~Rector.

Sub-section 2 The Head~~s~~ of Department shall handle the general management of the ~~school or~~ department, including planning and distribution of tasks. The Head of Department shall be entitled to instruct employees to complete specific tasks. The scientific staff shall have freedom of research and research freely within the strategic research framework of the University during the time when they are not tasked with other work. The University's strategic research framework shall cover the whole of the University's profile. The scientific staff shall not be tasked with work over a longer period of time to an extent that would deny them their academic freedom.

Sub-section 3 The Head of Department shall ensure quality and cohesion in the research and teaching of the school or department and shall with the involvement of Study Board and the Head of Study monitor the assessment of courses and teaching.

Head of Study

Section 22

The Head of Study shall be appointed and dismissed by the ~~Vice-Chancellor~~Rector on recommendation of the Study Board.

Sub-section 2 It shall be the responsibility of the Head of Studies in partnership with the Study Board to manage the practical planning of the teaching and examinations and other assessments forming part of examinations. The Head of Studies shall approve thesis statements and submission dates for Master's theses as well as a plan for the supervision of the students.

Head of the PhD School

Section 23

The Head of the PhD School shall be appointed and dismissed by the ~~Vice-Chancellor~~Rector. The ~~Vice Chancellor~~Rector may after consultation with PhD School Council appoint the chair~~man~~ of the PhD School Council as the Head of the PhD School.

Sub-section 2 The Head of the PhD School shall have overall responsibility for the PhD school's courses. The task of the Head of the PhD School shall be with the involvement of the PhD School Council to plan the PhD school's courses, including international courses, and to manage the continuous assessment of the PhD school's activities. The Head of the PhD School shall make recommendations to the ~~Vice Chancellor~~Rector on the follow-up on these assessments. The Head of the PhD School shall further appoint PhD supervisors according to rules set out by the IT University and approve PhD students as recommended by the VIP representatives on the PhD School Council.

E. Miscellaneous provisions

Section 24

Complaints shall be processed according to the University's applicable rules.

Section 25

The IT University may as part of its efforts to coordinate and consolidate IT courses in the region enter into outsourcing agreements on course partnerships with Copenhagen Business School, the University of Roskilde, the Technical University of Denmark and the University of Copenhagen as well as other educational establishments. Such agreements should be made in writing or in electronic form and include a digital signature and shall ensure the IT University subject-related influence on and assessment of such outsourced courses.

Section 26

Every semester, the IT University shall complete an overall electronic assessment of the IT University's courses, teaching staff and the IT University as a whole.

V. Education and research**Section 27**

The IT University shall offer courses at Master, Diploma, Bachelor and PhD level and shorter higher and further education courses and other course activities.

Section 28

The IT University shall appoint the necessary number of Employers' Panels that shall be composed of external members who together have experience in and knowledge of the educational side of the IT University and the areas of employment to which the University's courses provide access.

Sub-section 2 The task of the Employers' Panels shall be to advise the ~~Vice-chancellor~~Rector and Head of Study on the development of existing and new courses and the development of new teaching and assessment formats. The Employers' Panels may further make statements and submit proposals to the University on all matters pertaining to its courses. The Employers' Panels shall make statements on all matters submitted to them by the University. The Employers' Panels shall thus contribute to ensuring that the IT University's course offering matches the skills requirements of its course users. The Executive-level Employers' Panel shall further assist in the appointment of new external members of the Board of Directors, cf. the rules contained in Appendix 1, Section 1, sub-section 3, number 2, cf. Section 1, sub-section 4.

VI. Amendments**Section 29**

The Board of Directors may submit proposals for and adopt amendments to these Articles of Association in accordance with the rules contained in Section 7, sub-section 1, no. 13. Amendments shall be approved by the Danish Agency for ~~Institutions and Educational Grants~~Higher Education and Science.

VII. Authority to bind**Section 30**

The ~~Vice-Chancellor~~Rector shall have the authority to bind the IT University with the exception of matters of property in which the Chairman of the Board of Directors and ~~one~~1 other Board of Directors Member shall jointly have the authority to bind.

VIII. Accounts and auditing etc.

Section 31

The Board of Directors shall be entitled to engage external assistance for the inspection and management of the IT University's budgets and accounts submissions.

Sub-section 2 The Board of Directors of the IT University shall prepare a separate annual report.

Sub-section 3 The accounts of the IT University shall be prepared and audited according to Section 28 of the Danish University Act.

IX. Commencement

Section 32

These Articles of Association shall enter into force when they have been approved by the Danish Agency for ~~Institutions and Educational Grants~~ Higher Education and Science.

X. Appendices

Section 33

Appendix 1: Procedures for the ~~recommendation and~~ appointment of the Chair~~man~~ of the Board and the other external members to the Board of Directors of the IT University.

Appendix 2: Appointment and dismissal procedures for the ~~Vice-Chancellor~~ Rector, Pro-rector, University Director and Heads of Department and appointment and dismissal procedures for Heads of Study and the Heads of the PhD Schools.

Adopted by the Board of Directors, ~~April 12, 2018~~ September 18, 2025

~~Maria Rørbye Rønn~~ Carsten Krogh Gomard

Chair~~man~~ of the Board

Approved by the Danish Agency for ~~Institutions and Educational Grants, April 16, 2018~~ Higher Education and Science, x/x- 2025

~~Nikolaj Veje~~ Mikkel Leihardt, Director

Appendix 1

to the Articles of Association of the IT University

Procedure for the ~~recommendation and~~ appointment of the Chair~~man~~ of the Board and the other external members to the Board of Directors of the IT University

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

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

The university appoints a committee, which appoints the Chair~~man~~ of the Board of Directors and the other external board members ~~(the appointment committee) and another committee, which recommends the Chairman of the Board and the other external board members (the recommendation committee),~~ according to the procedures described in the appendix. When composing the appointment committee, it is aimed to have an equal composition of genders on the committee, cf. the principles in the Danish Act of Gender Equality.

Sub-section 2 The external members of the Board of Directors shall be appointed for a period of ~~four~~4 years with the opportunity to be re-appointed ~~once or more times, as long as the total appointment period does not exceed 8 years,~~ cf. the Articles of Association section 6, subsection 1.-

Sub-section 3 ~~—The university appoints for a four year long period an appointment committee consisting of 89 members, of these 5 external members, from the business community, the authorities, and other educational institutions, etc. with the following composition:~~

- ~~1. Two members of the ITU Executive level Employers' Panel, appointed by the panel itself among its members, cf., however, sub-section 4~~The Chair of the Board of Directors, who is chair of the appointment committee,
- ~~2. One member from each of three non public contributors within the past four year long period to the external funding of research of the IT University, each appointed by the non public contributor itself among the contributor's management. Those contributors, who have confirmed being willing to participate, are prioritized by decreasing size of their contributions so that the largest contributors are prioritized first.~~5 external members, of these 2 members appointed by the Rector among the members of the ITU Executive level Employers' Panel, and 3 members appointed by the Rector after previous discussion on the university management forum,
- ~~3. The Chairman of the Study Board~~3 members appointed by the Board of Directors among its members, of this 1 member representing the employees, 1 member representing the students, and 1 external board member,
- ~~4. The President/Chairman of the student organization at the IT University (Student Council), and~~
- ~~5. One representative for the external members of the Board of Directors; this person cannot be the Chairman of the Board.~~

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

Sub-section 54- The members of the appointment committee can be appointed for a continuous period of ~~eight~~⁸ years. ~~After a waiting period of minimum 1 year, a member of the appointment committee can be appointed once more.~~ The ~~five~~⁵ external members (members of the ITU Executive-level Employers' Panel and members from non-public contributors to the external funding of research of the IT University appointed by the Rector among the members of the Executive-level Employers' Panel and members appointed by the Rector after previous discussion on the university management forum), are appointed in their personal capacity and cannot be members of the university board of directors or be employee or students at the university. ~~The appointment committee appoints among its five external members a Chairman. The Chairman shall have experience with management and a broad knowledge of societal conditions. The Chairman's vote is decisive in case of parity of votes.~~ Together, the five external members shall reflect the users and employers of graduates, and together have knowledge of ~~research, researched-based education, management, organisation and economy, including evaluation of budgets and accounts~~university objects.

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

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

Sub-section 8 ~~The university aims to appoint a recommendation committee no later than three months before an external board member steps down from the board, consisting of:~~

- ~~-The Chairman of the Board, who is chair of the recommendation committee, cf. subsection 10, though,~~
- ~~-One external board member,~~
- ~~-One internal board member,~~
- ~~-One representative appointed by the Ministry of Higher Education and Science, and~~
- ~~-Two members appointed by the appointment committee.~~

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

Sub-section 105- ~~In case of appointing a new Chairman of the Board of Directors, the appointment committee appoints a chairman of the recommendation committee. The eChairman of the Board of Directors cannot be a member of the appointment committee. recommendation committee shall be appointed in her/his personal capacity, cannot be member of the appointment committee, the board of the IT University or be employed or student at the university and shall have competences corresponding to the requirements made to the Chairman of the Board. Instead, the Board of Directors appoints 1 external board member as member of the appointment committee, and the appointment committee appoints a new chair of the committee among the 5 external members of the committee, cf. the Danish University Act, section 12, sub-section 7.~~

Sub-section 116 ~~On the basis of prepared competence profiles, the recommendation~~appointment committee shall advertise openly for proposals for new external members, among these a new chairman, of the Board of Directors, and ensure that the ~~recommended~~ candidates meet current qualification requirements, cf. the Danish University Act, section 12, sub-section 2 and sub-section 3, ~~third og fourth clause. The recommendation committee shall prepare a list for the appointment committee with a minimum of one candidate over and above the required number of external Members Board of Directors that are to be replaced.~~

Sub-section ~~127~~ The appointment committee shall appoint the Chair~~man~~ of the Board of Directors and the other external members ~~on the basis of the recommendation committee's submitted list~~ and see to that the external board members meet the requirements in section 2 of this appendix. When appointing new members of the Board of Directors, the appointment committee shall aim to have an equal composition of genders on the board, cf. the principles in the Danish Act of Gender Equality. The appointed Chair~~man~~ of the Board of Directors shall be approved by the minister. ~~The appointment committee may request a new recommendation if~~ the ~~recommended~~received candidates in the opinion of the appointment committee do not meet the requirements for the composition of the Board of Directors or current quality and independence requirements, cf. Sections 2 and 3 of this Appendix, the committee once more advertise openly for proposals for new external members, including a new chair, for the Board of Directors, and the procedure described in sub-sections 5-7 is repeated.

Sub-section ~~138~~ If one or more of the current external members of the Board of Directors, including the Chair~~man~~, retire from the Board of Directors before the end of the term of four years, a new external member is appointed for a ~~four~~4-year period according to the procedure described in sub-sections ~~7-125-~~7.

Sub-section ~~149~~ If ~~current~~ external board members are ~~recommended and~~ appointed as Chair~~man~~ of the Board of Directors, the period, in which the external board member has already had a seat on the board, will count in the total maximum period of appointment.

Sub-section ~~10~~ Three months, at the latest, prior to the expiration of the period of the external board members, among these the Chair of the Board of Directors, the appointment committee considers if the committee finds it appropriate that the external board members, among these the Chair of the Board of Directors, are given the opportunity to continue for 4 more years. In that case, and if the external board members, among these the Chair of the Board of Directors, are willing to undertake a new period, the appointment committee makes a re-appointment. A re-appointment of the Chair of the Board of Directors is put forward to the minister for approval.

Section 2 Qualifications

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

Sub-section ~~2~~ The ~~external~~-Members of the Board of Directors shall jointly have experience in and knowledge of research, research--based education and knowledge communication, knowledge sharing and the object areas of the university regarding to the Danish University Act, section 2, sub-section 4, cf. section 12, sub-section 2, in order to being able to attend the overriding and strategic management of the university. The external members shall have a MSc or an education at a similar level, and at least one of the external members shall have experiences as a recognized researcher.

Sub-section ~~3~~ The competences of the external members- shall, in total, reflect the remit of the university, cf. the Danish University Act, section 2, and in total the external members shall have knowledge of research, research--based education, management, organisation and economy, among this evaluation of budgets and accounts. The Chair~~man~~ of the Board of Directors shall have experience with strategic management of a large company, enterprise or organisation and considerable knowledge of societal conditions, cf. the Danish University Act, section 12, sub-section 3.

Section 3 Independence

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

- have a mandate from another organisation, government authority or business

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

Appendix 2 to the Articles of Association of the IT University

1. Recruitment of the ~~Vice-Chancellor~~Rector

The Board of Directors shall appoint the ~~Vice-Chancellor~~Rector, cf. Section 10, sub-section 7 of the Danish University Act and Section 7, sub-section 1, no. 9 of these Articles of Association.

Qualification requirements

The ~~Vice-Chancellor~~Rector shall be a recognised researcher, as this concept is defined in the Danish Act on the Research Advice etc., in one of the University's subject areas and have knowledge of the educational sector. The ~~Vice-Chancellor~~Rector shall further have experience in the management and organisation of research environments and have knowledge of the activities of a university and its interaction with the surrounding society, cf. Section 14, sub-section 2 of the Danish University Act.

The Board of Directors may specify additional qualification requirements.

Job advertisement

The Personnel Section shall prepare a job advertisement and a job description, if applicable, which shall be approved by the Board of Directors.

The Board of Directors shall determine where the position should be advertised, i.e. in which trade magazines/newspapers, and the length of the application deadline which shall in any event be a minimum of 14 days from the placement of the advertisement.

The job advertisement shall be placed according to current rules applicable to public sector job advertisements.

The contact for the job advertisement shall be the Chair~~man~~ of the Board.

Appointment procedures

The appointment procedures shall ensure that the ~~Vice-Chancellor~~Rector has the professional and managerial legitimacy required.

Applications shall be addressed to the Chair~~man~~ of the Board who determines which applicants should be invited for interview. The Chair~~man~~ of the Board shall organise interviews with relevant applicants and on this basis arrive at reasoned written appointment recommendations for submission to the Board of Directors. The Board of Directors may decide to engage external recruitment experts and testing procedures, if required.

In the assessment of whether an applicant meets the requirements contained in the Danish University Act that the ~~Vice-Chancellor~~Rector must be a recognised researcher, as this concept is defined in the Danish Act on Research Advice etc., in one of the University's subject areas, the applicant shall for a number of years both at research level actively have been engaged in research at the level of reader or senior researcher and have been assessed as being qualified by a professional committee in conjunction with an application for a lectureship at a university, a senior research position at a research institution or a position at an equivalent level at a research institution outside Denmark. If a potential candidate is not in possession of such professional assessment, the Board of Directors shall appoint a committee in the form of an assessment committee to assess whether the candidate's scientific activity and research qualifies the applicant as a recognised researcher. If the Board of Directors possesses the same skills as those of an assessment committee, the Board of Directors may, however, carry out the assessment itself.

Employment terms

The Board of Directors decide about the employment terms in accordance with the current government regulations.

2. Dismissal of the ~~Vice-Chancellor~~Rector

The Board of Directors shall dismiss the ~~Vice-Chancellor~~Rector, cf. Section 10, sub-section 7 of the Danish University Act and Section 7, sub-section 1, no. 9 of these Articles of Association.

If the Board of Directors decides to commence dismissal procedures against the ~~Vice-Chancellor~~Rector, these shall be applied according to Section 29 of the Danish University Act.

3. Recruitment of the Pro-rector

The Board of Directors shall appoint the Pro-rector on the basis of the ~~Vice-Chancellor~~Rector's recommendation, cf. Section 10, sub-section 7 of the Danish University Act and Section 7, sub-section 1, no. 10 of these Articles of Association.

Qualification requirements

The Pro-rector shall be a recognised researcher, as this concept is defined in the Danish Act on Research Advice etc., in one of the University's subject areas and have knowledge of the educational sector. The Pro-rector shall further have experience in the management and organisation of research environments and have knowledge of the activities of a university and its interaction with the surrounding society, cf. Section 14, sub-section 2 of the Danish University Act.

Job advertisement

The Personnel Section shall prepare a job advertisement and a job description, if applicable, which shall be approved by the Board of Directors.

The ~~Vice-Chancellor~~Rector shall determine where the position should be advertised, i.e. in which trade magazines/newspapers, and the length of the application deadline which shall in any event be a minimum of 14 days from the placement of the advertisement.

The job advertisement shall be placed according to current rules applicable to public sector job advertisements.

The contact for the job advertisement shall be the ~~Vice-Chancellor~~Rector.

Appointment procedure

The hiring committee shall comprise the Chair~~man~~ of the Board and the ~~Vice-Chancellor~~Rector. The hiring committee may decide to engage external recruitment experts and testing procedures, if required. The hiring committee shall organise interviews with relevant applicants and on this basis provide the ~~Vice-Chancellor~~Rector with reasoned written appointment recommendations for submission to the Board of Directors.

In the assessment of whether an applicant meets the requirements contained in the Danish University Act that the Provost – as the ~~Vice-Chancellor~~Rector's deputy – must be a recognised researcher, as this concept is defined in the Danish Act on Research Advice etc., in one of the University's subject areas, the applicant shall for a number of years actively have been engaged in research at the level of associate professor or senior researcher level and have been assessed as being qualified by an assessment committee in

conjunction with an application for an associate professorship at a university, a senior research position at a research institution or a position at an equivalent level at a research institution outside Denmark. If a potential candidate is not in possession of such professional assessment, the Board of Directors shall appoint a committee in the form of an assessment committee to assess whether the candidate's scientific activity and research qualifies the applicant as a recognised researcher. If the Board of Directors possesses the same skills as those of an assessment committee, the Board of Directors may carry out the assessment itself.

Employment terms

The Board of Directors decide about the employment terms in accordance with the current government regulations on the basis of the ~~Vice-Chancellor~~Rector's recommendations, cf. section 10, sub-section 7 of the Danish University Act, and section 7, sub-section 1, no. 10, of these Articles of Association.

4. Dismissal of the Pro-rector

The Board of Directors shall dismiss the Pro-rector on the basis of the ~~Vice-Chancellor~~Rector's recommendation, cf. Section 10, sub-section 7 of the Danish University Act and Section 7, sub-section 1, no. 10 of these Articles of Association.

If the Board of Directors decides to commence dismissal procedures against the Pro-rector, these shall be applied according to Section 29 of the Danish University Act.

5. Recruitment of the University Director

The Board of Directors shall appoint the University Director on the basis of the ~~Vice-Chancellor~~Rector's recommendation, cf. Section 10, sub-section 7 of the Danish University Act and Section 7, sub-section 1, no. 10 of these Articles of Association.

Qualification requirements

The Board of Directors may on the recommendation of the ~~Vice-Chancellor~~Rector specify further qualification requirements.

Job advertisement

The Personnel Section shall prepare a job advertisement and a job description, if applicable, which shall be approved by the Board of Directors.

The ~~Vice-Chancellor~~Rector shall determine where the Position should be advertised, i.e. in which trade magazines/newspapers, and the length of the application deadline which shall in any event be a minimum of 14 days from the placement of the advertisement.

The job advertisement shall be placed according to current rules applicable to public sector job advertisements.

The contact for the job advertisement shall be the ~~Vice-chancellor~~Rector.

Appointment procedure

The hiring committee shall comprise the Chair~~man~~ of the Board and the ~~Vice-Chancellor~~Rector. The hiring committee may decide to engage external recruitment experts and testing procedures, if required. The hiring committee shall organise interviews with relevant applicants and on this basis provide the ~~Vice Chancellor~~Rector with reasoned written appointment recommendations for submission to the Board of Directors.

Employment terms

The Board of Directors decide on the employment terms in accordance with the current government regulations on the basis of the ~~Vice-Chancellor~~Rector's recommendation, cf. section 10, sub-section 7 of the Danish University Act and section 7, sub-section 1, no. 10, of these Articles of Association.

6. Dismissal of the University Director

The Board of Directors shall dismiss the University Director on the basis of the ~~Vice-Chancellor~~Rector's recommendation, cf. Section 10, sub-section 7 of the Danish University Act and Section 7, sub-section 1, no. 10 of these Articles of Association.

If the Board of Directors decides to commence dismissal procedures against the University Director, these shall be applied according to Section 29 of the Danish University Act.

7. Recruitment of Heads of Department

The ~~Vice-Chancellor~~Rector shall appoint the Heads of Department, cf. Section 14, sub-section 4 of the Danish University Act and Section 11, sub-section 1, no. 8 of these Articles of Association.

Qualification requirements

The Heads of Department shall be recognised researchers, as this concept is defined in the Danish Act on Research Advice etc., and shall have experience in education to an appropriate degree, cf. Section 14, sub-section 4, point 2, second full stop, of the Danish University Act.

The ~~Vice-Chancellor~~Rector may specify additional qualification requirements.

Job advertisement

The Personnel Section shall prepare job advertisements and job descriptions, if applicable, which shall be approved by the ~~Vice-Chancellor~~Rector.

The ~~Vice-Chancellor~~Rector shall determine where the position should be advertised, i.e. in which trade magazines/newspapers, and the length of the application deadline which shall in any event be a minimum of 14 days from the placement of the advertisement.

The job advertisements shall be placed according to current rules applicable to public sector job advertisements.

The contact for the job advertisement shall be the ~~Vice-Chancellor~~Rector.

Appointment procedures

The appointment procedures shall ensure that the Heads of Department have the professional and managerial legitimacy required.

The hiring committee shall comprise the ~~Vice-Chancellor~~Rector and a further ~~two~~2 persons appointed by the ~~Vice-Chancellor~~Rector. The appointment committee may decide to engage external recruitment experts and testing procedures, if required. The hiring committee shall organise interviews with appropriate applicants and on this basis the ~~Vice-Chancellor~~Rector shall determine whether to appoint the applicants to the position of Head of Department.

In the assessment of, whether an applicant meets the requirements contained in the Danish University Act that Heads of Department must be recognised researchers, the applicant shall for a number of years actively have been engaged in research at a scientific level at a minimum level of associate professor or senior researcher level at a research institution outside Denmark. If a potential candidate is not in possession of such a scientific assessment, the ~~Vice-Chancellor~~Rector shall appoint a committee in the form of an assessment committee to assess whether the candidate's scientific activity and research qualifies the applicant as a recognised researcher.

Employment terms

The position shall be on a fixed-term basis for a period of up to ~~six~~6 years.

The fixed-term contract may be extended without re-advertisement of the position in accordance with government regulations.

Re-appointment after re-advertisement may take place maximum twice, or more if re-appointment is justified for objective reasons.

The appointment of a Head of Department may include negotiation of a return to the IT University as research associate.

8. Dismissal of the Head of Department

The ~~Vice-Chancellor~~Rector shall dismiss Heads of Department, cf. Section 14, sub-section 4 of the Danish University Act and Section 11, sub-section 1, no. 8 of these Articles of Association.

If the ~~Vice-Chancellor~~Rector decides to commence dismissal procedures against a Head of Department, these shall be applied according to Section 29 of the Danish University Act.

9. Appointment of the Head of Studies

The ~~Vice-Chancellor~~Rector shall appoint the Head of Studies on the recommendation of the Study Board, cf. Section 11, sub-section 1, no. 9 of these Articles of Association.

Qualification requirements

The appointment shall ensure that the Head of Studies has the professional legitimacy required.

The Head of Studies shall be a research employee.

The ~~Vice-Chancellor~~Rector may specify additional qualification requirements for position of Head of Studies.

10. Dismissal of the Head of Studies

The ~~Vice-Chancellor~~Rector shall dismiss the Head of Studies on the recommendation of the Study Board, cf. Section 11, sub-section 1, no. 9 of these Articles of Association.

11. Appointment of the Heads of the PhD Schools

The ~~Vice-Chancellor~~Rector shall appoint the Heads of the PhD Schools, cf. Section 14, sub-section 5 of the Danish University Act and Section 11, sub-section 1, no. 10 of these Articles of Association.

Qualification requirements

The appointment procedure shall ensure that the Heads of the PhD Schools have the professional and managerial legitimacy required.

A Head of the PhD School shall be a recognised researcher, as this concept is defined in the Danish Act on Research Advice etc., and shall have experience in education, cf. Section 14, sub-section 5, second full stop, of the Danish University Act.

In the assessment of whether an appointed Head of the PhD School meets the requirements contained in the Danish University Act that PhD Directors must be recognised researchers, the Head of the PhD School shall for a number of years actively have been engaged in research at a scientific level and at a minimum at the level at a minimum level of associate professor or senior researcher level at a research institution outside Denmark. If a potential candidate is not in possession of such scientific assessment, the ~~Vice-Chancellor~~Rector shall appoint a committee in the form of an assessment committee to assess whether the candidate's scientific activity and research qualifies the applicant as a recognised researcher.

12. Dismissal of Heads of the PhD Schools

The ~~Vice-Chancellor~~Rector shall dismiss a Head of the PhD School, cf. Section 11, sub-section 1, no. 10 of these Articles of Association.

Enclosure 8d**Appendix 1****to the Articles of Association of the IT University****Procedure for the appointment of the Chair of the Board and the other external members to the Board of Directors of the IT University**

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

Section 1 Appointment procedure and assignments of the appointment committee

The university appoints a committee, which appoints the Chair of the Board of Directors and the other external board members, according to the procedures described in the appendix. When composing the appointment committee, it is aimed to have an equal composition of genders on the committee, cf. the principles in the Danish Act of Gender Equality.

Sub-section 2 The external members of the Board of Directors shall be appointed for a period of 4 years with the opportunity to be re-appointed one or more times as long as the total appointment period does not exceed 8 years, cf. the Articles of Association section 6, subsection 1.

Sub-section 3 The appointment committee consists of 9 members, of these 5 external members, with the following composition:

- 1. The Chair of the Board of Directors, who is chair of the appointment committee,
- 2. 5 external members, of these 2 members appointed by the Rector among the members of the ITU Executive-level Employers' Panel, and 3 members appointed by the Rector after previous discussion on the university management forum,
- 3. 3 members appointed by the Board of Directors among its members, of this 1 member representing the employees, 1 member representing the students, and 1 external board member.

Sub-section 4 The members of the appointment committee can be appointed for a continuous period of 8 years. After a waiting period of minimum 1 year, a member of the appointment committee can be appointed once more. The 5 external members (members appointed by the Rector among the members of the Executive-level Employers' Panel and members appointed by the Rector after previous discussion on the university management forum), are appointed in their personal capacity and cannot be members of the university board of directors or be employee or students at the university. Together, the five external members shall reflect the users and employers of graduates and together have knowledge of university objects.

Sub-section 5 In case of appointing a new Chair of the Board of Directors, the Chair of the Board of Directors cannot be a member of the appointment committee. Instead, the Board of Directors appoints 1 external board member as member of the appointment committee, and the appointment committee appoints a new chair of the committee among the 5 external members of the committee, cf. the Danish University Act, section 12, sub-section 7.

Sub-section 6 On the basis of prepared competence profiles, the appointment committee shall advertise openly for proposals for new external members, among these a new chair, of the Board of Directors, and ensure that the candidates meet current qualification requirements, cf. the Danish University Act, section 12, sub-section 2 and sub-section 3.

Sub-section 7 The appointment committee shall appoint the Chair of the Board of Directors and the other external members and see to that the external board members meet the requirements in section 2 of this appendix. When appointing new members of the Board of Directors, the appointment committee shall aim to have an equal composition of genders on the board, cf. the principles in the Danish Act of Gender

Equality. The appointed Chair of the Board of Directors shall be approved by the minister. If the received candidates in the opinion of the appointment committee do not meet the requirements for the composition of the Board of Directors or current quality and independence requirements, cf. Sections 2 and 3 of this Appendix, the committee once more advertise openly for proposals for new external members, including a new chair, for the Board of Directors, and the procedure described in sub-sections 5-7 is repeated.

Sub-section 8 If one or more of the current external members of the Board of Directors, including the Chair, retire from the Board of Directors before the end of the term of four years, a new external member is appointed for a 4-year period according to the procedure described in sub-sections 5-7.

Sub-section 9 If current external board members are appointed as Chair of the Board of Directors, the period, in which the external board member has already had a seat on the board, will count in the total maximum period of appointment.

Sub-section 10 Three months, at the latest, prior to the expiration of the period of the external board members, among these the Chair of the Board of Directors, the appointment committee considers if the committee finds it appropriate that the external board members, among these the Chair of the Board of Directors, are given the opportunity to continue for 4 more years. In that case, and if the external board members, among these the Chair of the Board of Directors, are willing to undertake a new period, the appointment committee makes a re-appointment. A re-appointment of the Chair of the Board of Directors is put forward to the minister for approval.

Section 2 Qualifications

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

Sub-section 2 The Members of the Board of Directors shall jointly have experience in and knowledge of research, research-based education and knowledge communication, knowledge sharing and the object areas of the university regarding to the Danish University Act, section 2, sub-section 4, cf. section 12, sub-section 2, in order to being able to attend the overriding and strategic management of the university. The external members shall have a MSc or an education at a similar level, and at least one of the external members shall have experiences as a recognized researcher.

Sub-section 3 The competences of the external members shall, in total, reflect the remit of the university, cf. the Danish University Act, section 2, and in total the external members shall have knowledge of research, research-based education, management, organisation and economy, among this evaluation of budgets and accounts. The Chair of the Board of Directors shall have experience with strategic management of a large company, enterprise or organisation and considerable knowledge of societal conditions, cf. the Danish University Act, section 12, sub-section 3.

Section 3 Independence

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

- have a mandate from another organisation, government authority or business
- have a significant financial or equivalent interest in the IT University
- have held a leading management position at the IT University within the past ten years
- work as a professional advisor or carry out similar tasks for the IT University

- have a significant financial interest in a company acting as professional advisor or similar to the IT University
- be registered as a student at the IT University or
- be employed by the IT University, among this as external examiner or as adjunct professor or adjunct associate professor.

Enclosure 9a**DRAFT****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~~bestyrelsesleder, 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~~bestyrelseslederen 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~~bestyrelseslederen 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 besluttet senest ved det næstsidste ordinære bestyrelsesmøde i et kalenderår. Mødeplanen indeholder angivelse af ordinære møder, formøder mellem ~~formanden for bestyrelsen~~bestyrelseslederen 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~~bestyrelseslederen 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 bestyrelsesformandenlederen. 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 bestyrelsesformandenlederen 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 Bestyrelsesformandenlederen 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 formandenbestyrelseslederen.

Stk. 2 Bestyrelsesmøderne afholdes som udgangspunkt på ITU's adresse, men kan dog, hvis formandenbestyrelseslederen 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 formandensbestyrelseslederens forfald eller inhabilitet varetager næstformandenvicebestyrelseslederen, såfremt en sådan er udpeget, formandensbestyrelseslederens opgaver i henhold til vedtægter og forretningsorden og de formandenbestyrelseslederen 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 formandenbestyrelseslederen 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 formandenbestyrelseslederen er til stede, samt at mindst fem medlemmer og formandenbestyrelseslederen stemmer for forslaget. Ved stemmelighed er formandensbestyrelseslederens 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 formandenbestyrelseslederen 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 bestyrelsesformandenslederens 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 truffede beslutninger.

Herudover skal referatet indeholde væsentlige synspunkter til et givent emne tilkendegivet af formanden/bestyrelseslederen eller bestyrelsens medlemmer.

Formanden/Bestyrelseslederen/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 truffede 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 førstkommande 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~~bestyrelseslederen 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)
- valgeregler
- 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 bestyrelsesformandenlederen konkret beslutter andet.
- Stk. 3 Uden for bestyrelsesmøderne udtaler bestyrelsesmedlemmer sig ikke i deres egenskab heraf til pressen om ITU, medmindre bestyrelsen eller bestyrelsesformandenlederen 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 formandBestyrelseslederen

Bestyrelsesformandenlederen 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 2018. september 201825

På bestyrelsens vegne

~~Maria Rørbye Rønn~~Carsten
Krogh Gomard

~~Formand~~Bestyrelsesleder

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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~~Rector introduces all new Members of the Board, including a possible new Chair~~man~~ of the Board, 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~~Rector relevant supplementary courses can be given to the Chair~~man~~ 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~~Rector, 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~~Rector 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~~Rector and must specify which matters are being discussed, the enclosures belonging to the matter (numbered consecutively), and the ~~Vice-Chancellor~~Rector'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~~Rector
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~~Rector, at the latest, 8 days previous to the ~~Vice-Chancellor~~Rector's pre-meeting with the Chair~~man~~ of the Board. This pre-meeting takes place when proposals for the agenda and the ~~Vice-Chancellor~~Rector'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~~Rector is under obligation to include all suggestions in writing received in time for the agenda in the material that the ~~Vice Chancellor~~Rector sends to the Chair~~man~~ of the Board, previous to the meeting mentioned in subsection 3.

- Ss. 5 Matters, which the ~~Vice-Chancellor~~Rector 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 Chair~~man~~ of the Board decides in concert with the ~~Vice Chancellor~~Rector 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 Chair~~man~~ of the Board.

- Ss. 2 As starting point, the Board Meetings take place at the IT University's address, but can take place elsewhere, if the Chair~~man~~ of the Board 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~~Rector'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~~Rector.
- 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 Chair~~man~~ of the Board is prevented from attending or being disqualified, the Deputy Chairman of the Board, if such is appointed, manages the Chair~~man~~ of the Board's job according to regulations and rules of procedure, and the authorities and duties given to the Chair~~man~~ of the Board 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 Chair~~man~~
of the Board 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~~Rector 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 Chair~~man~~of the Board must be present, and at least five Members and the Chair~~man~~of the Board must vote in favor of the proposal. When there is a parity of votes, the Chair~~man~~of the Board'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 Chair~~man~~of the Board 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 Chair~~man~~ of the Board's and the ~~Vice-Chancellor~~Rector'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~~ly~~ 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 of the Board 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 Publicly Available Information.

- Ss. 2 Confidential Information is information, which the Chair~~man~~ of the Board 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~~Rector), financially sensitive questions, or considerations on strategic alliances.
- Ss. 3 Publicly 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 Publicly 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 Publicly 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~~Rector 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~~Rector 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 University'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~~Rector 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
- Publicly Available versions of Agendas, cf. § 9 stk. 3
- Publicly Available versions of Minutes, cf. § 8 stk. 2.
- Further Publicly Available versions of material by agreement with the Members of the Board, or at the request of the ~~Vice Chancellor~~Rector.

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

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

§ 12 Chair~~man~~ of the Board

The Chairman of the Board is spokesman for the Board and manages current contacts to the ~~Vice Chancellor~~Rector 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~~Rector. 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 ~~2018~~, 2019

On behalf of the Board,

~~Maria Rørbye Rønn~~

Carsten Krogh Gomard

Chair of the Board~~man~~

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Enclosure 10

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

Please mark the appropriate box with an "x"

1) Does the ITU Board have the right size?

5	4	3	2	1
☐	☐	☐	☐	☐

Comments/suggestions:

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

- 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

- Sufficiently relevant, clear and comprehensible?
- 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: