

Executive Management
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For the Members of the IT University Board

Comments on the minutes are kindly asked to be given in writing to the Journal (journalen@itu.dk) on October 1, 2025, at the latest.

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

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

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

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

MINUTES

Board meeting, September 18, 2025, at 14:00 – 17:00
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Present:

From the Board: Carsten Gomard, Kristine Stenhuus, Christina Hvid, Hanne Breddam, David Sands (from item 2), Mircea Lungu, Martin Lutander Holm Jensen (via Teams), and Younes El-Azzouzi.

From the Executive Management: Per Bruun Brockhoff, Jakob Grue Simonsen, and Georg Dam Steffensen.

Regrets: None.

The minutes taker:
Gitte Gramstrup

Public items:

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

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

Recommendation:

The Executive Management recommended that the minutes were approved.

Conclusion:

The minutes were formally approved.

2. News From ITU (briefing)

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

- Organizational Update: Per Bruun Brockhoff stated that the implementation of the new organization is going well. The University Management (Executive Management; Head of Education; Head of Research; and Head of SAP) is handling still more issues, and the total Management Group (all leaders) is also functioning well, including the ongoing leadership programme. Furthermore, ITU is looking into revitalizing Academic Council and a new Collaboration Organization.

Jakob Grue Simonsen stated that the work with the nine new sections, including finding common ground in teaching and defining new centers, is going well too. Both he and Per Bruun Brockhoff had the feeling of a positive attitude and approach among staff. The Chair of the Board was pleased to hear this.

- Statement on Academic Freedom: Per Bruun Brockhoff referred to enclosure 1 and stated that this has been on the way for a while. He did not find it dramatically different from statements at other universities and informed that just recently, the eight Danish universities have signed a joined Nordic Statement on Academic Freedom. On inquiry from Christina Hvid, he did not find any contradictions regarding the ITU Statement and the joined Nordic Statement. He answered questions from David Sands and Kristine Stenhuus on freedom of speech issues and possible problems with protest actions at universities, which he found balanced well and taken care of in the statement. Mircea Lungu agreed on this, and Hanne Breddam was pleased to have this statement and saw it as connected with democracy.

The Chair of the Board declared himself very pleased with the statement and the discussion that has created it and found the work well done.

3. Fulfilment of Strategic Contract Targets 2025 (discussion)

The Chair of the Board gave the word to Per Bruun Brockhoff, who referred to enclosure 2 and the six strategic targets all being green. He answered clarifying questions from the board members. There was a discussion on ESG – do we need to do this now? – and Christina Hvid and Carsten Gomard informed of a slowing down demand on this in companies and very little actions on a lot of spent time. Executive Management stated that this is a fair question to put forward and it will be considered, but there is a demand for ESG from the ministry, students and staff.

4. Student Intake, Autumn 2025 (briefing)

The Chair of the Board gave the word to Per Bruun Brockhoff, who referred to enclosure 3 and 4 and presented facts regarding computer science and software tech priority applications (decline in B-SWU applicants and effects on total numbers, position, and brand of ITU), reflections on potential causes (a national trend of decreasing computer science interest; increased competition; potential GenAI effect?), and current plus short and long term follow-up and actions (we are actively on this with considerations and initiatives; considering a fundamental review of the BSc-landscape of ITU in the light of the changing MSc-landscape), including communication initiatives. The MSc educations are looking fine. He mentioned the current Bangladesh problem discussed in the media and stated that this is not a problem and worry for ITU, but for the sector. The ministry's clear message to the sector is that quality is the only tool to use with these applications. But also that new instruments related to third country applications and students are in pipeline.

There was a discussion on worries about influence on reputation if all applicants are accepted (should we cut down on the number of study places?) and an agreement that this is complex. On inquiry, Per Bruun Brockhoff stated that both MSc and BSc are important at ITU. The board members expressed their concerns regarding quality, math demands and branding. The Chair of the Board rounded the item by stating that he highly appreciated that Executive Management clearly are taking this seriously, including not compromising the quality, and he and the rest of the Board was looking very much forward to hearing about ITU's plans and actions regarding this at the next board meeting in November.

5. Framework Budget 2026 – 2029 (decision)

The Chair of the Board gave the word to Georg Dam Steffensen, who referred to enclosure 5. 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 and includes costs for developing, implementing, and operating the new sector-wide student information system (SIS). The Framework Budget does not include the administrative savings announced by the Government in "Det Statslige Arbejdsprogram", and no details about this have yet been released by the ministry.

In the Framework Budget period ITU aims to increase the external funding of both research activities, lifelong learning activities, e.c. There was a discussion on the expectation to increase the external funding of researchers from 2025 to 2029. Mircea Lungu expressed his strong concern about this, which was fully acknowledged by Per Bruun Brockhoff and Jakob Grue Simonsen, who also stressed the importance and necessity of moving in this direction over time to be able to increase, get more people and create more value. This is an ongoing process. We are ambitious and want to strive and excel and will be doing this together.

Georg Dam Steffensen went through the rest of enclosure 5 and answered clarifying questions from the board members. The equity/income ratio is expected to be at the preferred level 0.18 in 2029. The amount of external research grants has been turned around from 2024 to 2025 (from 59.3 KDDK to 95.0 KDDK), which is very good. The Board was very pleased with this. The expected additional system running cost of SIS and discontinuing STADS is estimated to DKK 3.9 M/year, including depreciations from 2029 and onwards. There is a possible delay with the project, but the budget is on track. Uncertainties connected to the 2023 reform of educational programmes are especially the additional study places for MSc programmes taught in English (Executive Management expects no cuts), and the interest amongst potential students at the MSc study programmes for working professionals. On inquiry from Kristine Stenhuus on the risk of merging, he stated that – being the smallest university in Denmark – this is an ongoing risk. On inquiry from Christina Hvid, Georg Dam Steffensen informed that he found the framework budget to have a good balance with conservative assumptions, and Jakob Grue Simonsen added that, naturally, the assumptions in the framework budget will be revisited when preparing the budget proposal for 2026, presented to the board at the board meeting in November.

The Chair of the Board rounded the item by concluding that the board could approve the framework budget.

Recommendation:

The Executive Management recommended that the Framework Budget 2026 -2029 was approved by the board.

Conclusion:

The Framework Budget 2026 -2029 was unanimously approved by the board.

Confidential item:

6.

Public items:

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

The Chair of the Board reminded that this item was postponed at the board meeting on April 3, 2025, due to lack of time. He found the report to have some of the same views as being discussed on the board, and to be very good work from the panel. He gave the word to Per Bruun Brockhoff, who referred to enclosure 7 and highlighted some of the comments in the report. The comments given have been considered, and Executive Management follows this closely and it is part of the dialogue and actions taken regarding this.

The Chair of the Board rounded the item by stating that the employers' panels have an important role and are doing a good job.

8. Articles of Association of the IT University of Copenhagen – Required Changes (decision)

The Chair of the Board gave the word to Gitte Gramstrup, who referred to and elaborated on the comments on the agenda. The somewhat complicated model from 2018 with two committees and 14 members in total will now be replaced by a simpler model with one committee with 9 members. Together with the amendment, it is recommended to change some titles to more neutral and up-to-date ones.

The Chair of the Board noted that a simpler process is very good.

Recommendation:

The Executive Management recommended that the revised Articles of the IT University of Copenhagen were approved and signed.

Conclusion:

The revised Articles of the IT University of Copenhagen, dated September 18, 2025, were unanimously approved by the board and signed by the Chair of the Board. Subsequently, the signed articles will be sent to the ministry for signing.

9. Rules of Procedure Review (decision)

The Chair of the Board stated that this is a yearly exercise and this year a slight revision is recommended. He found the recommended revision to be a natural consequence of the changed Articles of Association of the ITU.

Recommendation:

The Executive Management recommended that the revised Rules of Procedure was approved and signed.

Conclusion:

The board unanimously approved the revised Rules of Procedure, dated September 18, 2025, which were signed by the Chair of the Board.

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

The Chair of the Board stated that this too is a yearly exercise. Hopefully everybody will take the time to fill in the questionnaire and be honest and open with their answers, as they usually are. The board members should feel free to contact him if they would like a talk.

Christina Hvid suggested considering a smarter digital questionnaire/solution than the current one. Executive Management took note of this.

Recommendation:

Based on the Self-evaluation Questionnaire, the following procedure was 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 Chair 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 Chair 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 Chair 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.

Conclusion:

The board unanimously agreed to the recommendation.

11. Questions Regarding Mail-delivered Briefings (briefing)

The Chair of the Board noted that there were no comments to the sent-out information, including the latest sent out on September 11, 2026.

12. Any Other Business

Christina Hvid asked about the current empty student seat on the board. Georg Dam Steffensen stated that an election will take place in November.

Hanne Breddam asked if ITU considers putting elements about all the things happening in the world right now into the study programmes, and Per Bruun Brockhoff

replied that he was not sure if this should be done. He confirmed that innovation is in the budget.

13. The Board´s 15 Minutes

For board members only.

Respectfully submitted,

Gitte Gramstrup
Assistant to the Executive Management