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 December 12, 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.

CONFIDENTIAL MINUTES

> Board meeting,
>
> November 27, 2025, at 14:00 – 17:00

Present:

From the Board: Carsten Gomard, Kristine Stenhuus (item 1-9), Christina Hvid, Hanne Breddam, David Sands (via Teams), Mircea Lungu, Martin Lutander Holm Jensen, and Younes El-Azzouzi.

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

Others: Luìs Cruz-Filipe, ITU (item 7-9)

Regrets: None

The minutes taker:
Gitte Gramstrup

Public items:

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

On request from Christina Hvid, the word "digital" had been added to the minutes (item 10, page 6 below). No further comments to the minutes from the meeting on September 18, 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 Per Bruun Brockhoff to give a briefing:

- DIIP Update: Per Bruun Brockhoff informed that the Danish Institute for IT Program Management and an agreed plan with eight points is followed closely by him and prorector. In June there will be a meeting with alle three parties (DIIP – ITU – Villum Kann Rasmussen Foundation) to follow up on fulfillment of the points in the plan. He mentioned things already on track or in progress, e.g. it is the plan to hire two tenure track associate professors from two different sections (tenure track is now up and running at ITU). He answered clarifying questions from the board members.

- New Cooperation Committee: Per Bruun Brockhoff informed of the new committee, which is needed due to the new organization, now is in place together with a Working Environment Committee. It has been a good process with people who find this work meaningful. The Board was pleased to hear this.

The Chair of the Board thanked for the briefing and a good discussion.

3. The Accounting of Third Quarter and the Prediction of the Result of the Year 2025 (briefing)

The Chair of the Board gave the word to Georg Dam Steffensen, who referred to enclosure 1 and elaborated on a few things. The October forecast shows a year-end result of DKK 4.2 M compared to DKK 0.0 M in the July forecast, mainly due to increased income from study activities and tuition fees. He gave a few comments on income and costs (table 3) and student activity grants and tuition fees (table 4).

Kristine Stenhuus praised that things are always in control and look good by the end of the year.

The Chair of the Board thanked Georg Dam Steffensen for the briefing.

4. Fulfilment of Strategic Contract Targets 2025 (discussion)

The Chair of the Board gave the word to Per Bruun Brockhoff, who referred to enclosure 2. All targets are green, except one (which is white) due to a recommendation from the board to postpone the ESG implementation until an ESG report is required by the authorities. Georg Dam Steffensen added that Executive Management is working on an alternative approach instead.

5. Strategic 2030 Goals and Activities for 2026 (discussion)

The Chair of the Board found this to be a very interesting item and a chance for all to discuss strategic goals. He gave the word to Per Bruun Brockhoff, who referred to enclosure 3 and rapidly mentioned the five strategic areas, the vision, and the mission. For each of the four strategic areas have been made five long-term goals and next step is to unfold these in the organization, including suitable involvement from staff and students. The work with aligned strategic developments of ITU across the areas is anchored in the new University Management with a few additional strategically chosen anchor persons. He touched upon a selection of 12 strong and substantial and more specific action plans, which could be the "the traffic light goals" in 2026; some are seen as very ambitious.

There was a discussion on the 2026 action "evaluate current offer of BSc programmes – what to offer in 2028?". Some found 2028 to be too late and that the analysis should have been done earlier. Per Bruun Brockhoff stated that the employers´ panels of ITU deliver a yearly look at our programmes and that it is his responsibility to constantly consider this. He suggested to remove "in 2028". On inquiry from David Sands, Per Bruun Brockhoff informed that there are responsible heads on each area and – of course – these will need to involve others. All areas have the ambition that ITU can adapt strategically rapidly towards current and emerging societal needs.

The Chair of the Board stated that he very much liked the methodology and structure of this. He raised the question of an ITU BSc programme in AI of some kind. Per Bruun Brockhoff agreed that maybe ITU ought to have had started qualified investigations in this earlier and maybe need to have 5-6 BSc programmes. Hanne

Breddam had the comment that it could be a goal to be "first mover" next time with something new, and Kristine Stenhuus suggested that it could be a yearly exercise at the board´s strategy seminar to look at what is new. Per Bruun Brockhoff added that the employer´s panel reports give ideas on this. Younes El-Azzouzi stated that all students want individual AI related courses. He missed something in the goals on how to protect the students, who fear future job opportunities because AI er taking over jobs. Jakob Grue Simonsen stated that in terms of allowing students to take courses that are already there should be possible. He will look at this. In terms of AI and future jobs, obviously ITU is aware that this wave (already started in US) could hit us. There was a discussion on better communication in-house and outside-house on all AI actually and already being done at ITU. Kristine Stenhuus suggested thinking of AI together with data science. Jakob Grue Simonsen agreed but did not find it doable in all areas/places. Mircea Lungu found it important in the current landscape to raise the quality of our students and maybe a way to grow.

The Chair of the Board rounded the item by thanking the members for good points.

6. The Budget 2026 (decision)

The Chair of the Board gave the word to Georg Dam Steffensen, who referred to enclosure 4. He gave a few comments to income and costs (table 2), staff forecast (table 3), student activity forecast (table 4) and additional base grants from the Danish Research Reserve 2026. Management pools support strategic initiatives, including IT infrastructure investments and cybersecurity and have been increased by DKK 2.0 M compared to the Framework Budget. He gave an overview of income, costs and equity and answered clarifying questions from the board members. On inquiry from Hanne Breddam, he and Per Bruun Brockhoff informed that innovation is being put into the University Act. Not everybody has to work with innovation, but it needs to be part of everybody´s mindset. Per Bruun Brockhoff confirmed that in time, ITU could hire researchers who focus on innovation. On inquiry from Kristine Stenhuus, Georg Dam Steffensen informed that official demands regarding the universities´ emergency measures are not high yet but will probably increase within a few years.

The Chair of the Board rounded the item by noting that the board had no objections to the budget.

Recommendation:
The Executive Management recommended that the Budget Proposal 2026 was approved.

Conclusion:
The Budget Proposal 2026 was unanimously approved.

7. Distribution of Study Places 2028 – the Candidate Reform (briefing)

The Chair of the Board gave a welcome to Head of Studies Luís Cruz-Filipe and gave the word to him. Luís Cruz-Filipe referred to enclosure 5 and elaborated briefly on the background and process. He reminded that the "pre-reform" intake target was 547. He and Per Bruun Brockhoff answered clarifying questions from the board.

Confidential items:

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Public items:

11. Questions Regarding Mail-delivered Briefings (briefing)

The Chair of the Board noted that there were no comments to the sent-out information.

12. Any Other Business

Younes El-Azzouzi informed, that he will graduate sometime next year and hoped to be replaced by another student when he leaves. Georg Dam Steffensen shortly informed about election process and election committee. The Chair of the Board asked for a briefing on this at the next board meeting and stated that student members of the board are much appreciated. He wished everybody a merry Christmas and a happy new year.

13. The Board´s 15 Minutes

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

Respectfully submitted,

Gitte Gramstrup
Assistant to the Executive Management