

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 17, 2026, at 14:00 – 17:00, in room 3C07, IT University of Copenhagen, Rued Langgaards Vej 7, 2300 Copenhagen S

Public items:

- 1. Approval of the Minutes from the Previous Meeting (decision)**
- 2. News from ITU (briefing)**
- 3. Half-year Accounts and Prediction of the Result of 2026 (briefing)**
Enclosure 1: Accounts of the ITU as per June 30, 2026
- 4. Fulfilment of Strategic Targets 2026 (briefing)**
Enclosure 2: Follow-up on Focal Strategic Targets 2026
- 5. Framework Budget 2027 – 2030 (decision)**
Enclosure 3: Framework Budget 2027 – 2030
- 6. Student Intake, Autumn 2026 (briefing)**
Enclosure 4: ITU Student Admission 2026

Confidential item:

7.

Public items:

- 8. Rules of Procedure Review (decision)**
Enclosure 6a: ITU's Forretningsorden (in Danish)

Enclosure 6b: ITU´s Rules of Procedure (in English)

9. The Board´s Self-evaluation 2026 (decision)

10. Questions Regarding Mail-delivered Briefings (briefing)

11. Any Other Business

12. 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 March 25, 2026, have been received.

Recommendation:

The Executive Management recommend that the minutes be approved.

Item 2: News from ITU (briefing)

- New Head of IT
- Considerations in Connection with the Structural Set-up of the Education Area

At the meeting, Executive Management will give a briefing on news about ITU.

Item 3: Half-year Accounts and Prediction of the Result of 2026

Enclosure 1: Half-year Accounts and Prediction of the Result of 2026

We refer to the enclosure.

Item 4: Fulfilment of Strategic Targets 2026 (briefing)

Enclosure 2: Follow-up on Focal Strategic Targets 2026

We refer to the enclosure.

Item 5: Framework Budget 2027 – 2030 (decision)

Enclosure 3: Framework Budget 2027 – 2030

We refer to the enclosure.

Recommendation:

The Executive Management recommend that the Framework Budget 2027 – 2030 be approved.

Item 6: Student Intake, Autumn 2026 (briefing)

Enclosure 4: ITU Student Admission 2026

We refer to the enclosure.

Confidential item:**Item 7:****Public items:****Item 8: Rules of Procedure Review (decision)**

Enclosure 6a: ITU's Forretningsorden (in Danish)

Enclosure 6b: ITU's Rules of Procedure (in English)

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

Recommendation:

Executive Management recommends that the Rules of Procedure, approved and signed on September 18, 2025, are kept unchanged.

Item 9: The Board's Self-evaluation 2026 (decision)

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 individual talks with the board members, the Chair of the Board as an item on the agenda at the board meeting on November 26, 2026, will present his observations and conclusions from these talks 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 10: Questions Regarding Mail-delivered Briefings (briefing)

2026-08-21: Advertising for New External ITU Board Member

2026-04-30: Information on Approved and Signed Articles of Association of the IT University of Copenhagen

2026-04-30: Information on Accounts of the IT University of Copenhagen, as per March 31, 2026

Item 11: Any Other Business

Goodbye to Kristine Stenhuus after her eight years on the ITU board.

Item 12: The Board's 15 Minutes

Yours sincerely,

Gitte Gramstrup
Assistant to the Executive Management

Enclosure 1

Accounts of the IT University of Copenhagen, as per June 30, 2026

This report presents the second quarter actual accounts and the revised forecast of June 30, 2026, including a cash flow forecast and revised assumptions and uncertainties.

Table 1: Overview of income, costs and equity

Financial items (KDKK)	FCST 2026 April	FCST 2026 July
Income	492,511	496,277
Personnel costs	-327,376	-330,257
Other operating costs	-164,130	-165,015
Profit from ordinary operations	1,005	1,005
Financial income and costs	1,919	1,919
Profit, year-end	2,924	2,924
Equity, end-year*	92,539	92,539
Equity/income ratio	0.19	0.19

*Equity, end-year in Budget 2026 are based on Accounts as per October 31 2025. While Equity, end-year in July Forecast 2026 are based on actual accounts as per December 31 2025.

Table 1 provides an overview of income, costs, and equity. Executive Management expects the year-end result to remain unchanged at DKK 2.9 M compared to the April forecast.

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

Table 2: Staff forecast

Staff Forecast (FTE)	FCST 2026 April	Change	FCST 2026 July
Researchers, government funding	139.0	0.0	139.0
Researchers, external funding	98.2	0.4	98.6
Academic staff, full-time	237.2	0.4	237.6
External lecturers	11.5	0.0	11.5
Other part-time teachers and external examiners	40.3	0.0	40.3
Academic staff, part-time	51.8	0.0	51.8
Academic staff, M&A*	8.4	0.0	8.4
Academic departments, staff	297.4	0.4	297.8
Administrative departments, staff	185.8	3.3	189.1
Staff total	483.2	3.7	486.9
Administrative/academic staff ratio	0.67	0.0	0.68

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

Table 2 shows the forecast on staff.

The forecast shows an increase of 3.3 FTEs in administrative staff, based on the updated personnel forecast. We elaborate on the matter in the section about Administrative Departments.

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

Second quarter financial follow-up

In Table 3, we show the estimated income and costs compared to actual accounts at the end of the second quarter, and the July forecast. The estimate per June 30 is equal to 2/4 of forecast July 2026.

We elaborate on significant deviations and changes for budget items in the following sections.

Table 3: Break down of income and costs

Budget items (KDKK)	Estimate per Jun 30	Actual per Jun 30	Deviation per Jun 30	FCST 2026 April	Change	FCST 2026 July
Study activity grants and tuition fees	90,498	90,498	0	179,017	1,978	180,995
Education, base grants	23,079	23,079	0	46,157	0	46,157
Research & innovation, base grants	77,014	77,014	0	154,028	0	154,028
Other government grants	318	318	0	635	0	635
External research grants	46,526	45,201	-1,325	90,807	2,245	93,052
Facilities subleasing	3,172	3,226	54	6,665	-321	6,344
Other commercial activities and grants	7,533	7,197	-336	15,202	-136	15,066
Income	248,139	246,532	-1,607	492,511	3,766	496,277
Personnel costs	32,387	31,875	-511	63,146	1,627	64,773
Other operating income and costs	6,348	6,022	-325	12,647	48	12,695
External research	38,734	37,897	-837	75,793	1,675	77,468
Personnel costs	72,897	72,026	-870	142,298	3,495	145,793
Other operating costs	7,058	5,962	-1,096	14,115	0	14,115
Academic department	79,954	77,988	-1,966	156,413	3,495	159,908
Personnel costs	59,846	62,303	2,457	121,932	-2,241	119,691
Other operating costs	27,782	24,974	-2,808	52,528	3,035	55,563
Administrative departments	87,627	87,277	-350	174,460	794	175,254
Building	37,665	35,127	-2,538	75,428	-98	75,330
Management pools	0	0	0	9,412	-2,100	7,312
Ordinary operating net costs	243,980	238,289	-5,691	491,506	3,766	495,272
Profit from ordinary operations	4,159	8,242	4,084	1,005	0	1,005
Financial income and costs	960	2,249	1,290	1,919	0	1,919
Profit	5,118	10,492	5,374	2,924	0	2,924

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

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

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

Student activity grants and tuition fees (+2.0 M)

Actual income follows the estimate as per June 30.

As shown in table 4, income from student activity is DKK 2.0 M above the April forecast. The increase is primarily driven by higher student activity than anticipated, reflecting continued low dropout rates and shorter than expected completion time in some MSc programmes. In addition, study activity among guest students and single-subject students has exceeded expectations.

Based on the positive development, full-time students are expected to generate higher student FTEs than expected in April forecast.

Table 4: Study activity forecast

Study Activity Forecast	FCST Apr 2026		Change		FCST Jul 2026	
	Units	KDKK	Units	KDKK	Units	KDKK
Students, BSc	894	68,901	6	432	899	69,333
Students, MSc	981	75,657	11	810	992	76,467
Students, guests and foreign scholarship students	56	5,562	3	201	59	5,763
Students, full-time (FTE)	1,931	150,120	19	1,443	1,951	151,563
Students, part-time (FTE)	45	7,717	4	8	49	7,725
Employment bonus	100%	8,226	0%	80	100%	8,306
Excess study time bonus	100%	8,242	0%	80	100%	8,322
Quality		-0		-0		-0
Bonuses		16,468		160		16,628
Other student activity		4,712		367		5,079
Total income from study activity		179,017		1,978		180,995

Base grants for education, research and innovation (+0.0 M)

Actual income from Education base grants and other government grants follows the estimate as per June 30.

The forecast remains unchanged.

Other government grants (+0.0 M)

Actual income from other government grants follows the estimate as per June 30.

The forecast remains unchanged.

External research grants (+2.2 M)

Actual income from external research grants is below the estimate by DKK 1.3 M as per June 30. As in previous years, we expect activities to pick up pace during the second half of the year.

The most recent forecast shows an increase of DKK 2.2 M, reflecting adjustments to the project portfolio made during the second quarter review.

Facilities subleasing (-0.3 M)

Actual income from facilities subleasing is slightly above the estimate as per June 30, primarily due to a minor new sublease agreement.

The SIS program subleases office space at ITU. We expect them to terminate the lease of DKK 0.4 M/month during the second half of the year. Thus, a decline in income from subleasing is included in the 2026 forecast.

Other commercial activities and grants (-0.1 M)

Actual income is below the estimate as per June 30 by DKK 0.3 M.

The forecast has been adjusted downwards by DKK 0.1 M. Ongoing construction work at the ITU Campus has reduced the forecast for parking fee income by DKK 0.4 M, while external grant for development of Lifelong Learning has increased the forecast by DKK 0.3 M.

Table 5 provides an overview of all current activities with the budget item and the current forecast.

Table 5: Other Commercial Activities and Grants

Other Commercial Activities and Grants (KDKK)	FCST 2026 April	FCST 2026 July
Innovation	5,440	5,315
ITU Professional Courses	5,410	5,847
ITU Career week	1,978	1,978
Faculty: Research activities	438	438
Facilities: Events, parking and sublesser purchases	1,676	1,228
Any other business	260	260
Hovedtotal	15,202	15,066

External research (+1.7 M)

Both actual personnel costs and other operating costs are below the estimate as per June 30 by DKK 0.8 M. As in previous years, we expect activities will pick up during the second half of the year.

The forecast has been adjusted upwards by DKK 1.7 M to reflect the updated External Research Grants projection.

Finance estimates an average overhead of around 20% of direct costs to cover administration and infrastructure.

Academic departments (+3.5 M)

The actual personnel costs are below the estimate by DKK 0.9 M as per June 30.

The forecast for personnel costs has increased by DKK 3.5 M due to a change in the methodology used to calculate the unit cost of personnel, i.e., the unit cost of personnel includes cost includes salary items previously handled as a common administrative cost.

Administrative departments (0.8 M)

Actual personnel costs are above the estimate by DKK 2.5 M as per June 30.

The forecast for personnel costs has decreased by DKK 2.2 M. The change in the methodology used to calculate the unit cost of personnel reduces common administrative costs by DKK 3.5 M. Other changes reflect an upwards adjustment due to fewer vacant positions than expected by DKK 1.2 M.

Other operating costs have increased by DKK 3.0 M compared to the budget, mainly due to approved budget requests from the management pools.

Building (-0.1 M)

Actual costs are DKK 2.5 M below the estimate as per 30 June. Costs are expected to increase during the second half of the year, as most building maintenance activities take place during the late summer period.

The forecast has been adjusted downwards by DKK 0.1 M. This reflects budget adjustments based on historical spending trends in recent years.

Management pools (-2.1 M)

Management pools have decreased by DKK 2.1 M which reflects transfers from management pools to other budget items to support strategic actions.

Financial income and costs (0.0 M)

Financial income is above the estimate as per June 30 by DKK 1.3 M.

Financial income and costs reflect returns on securities and interest regarding bank holdings. The forecast has not been adjusted due to the many uncertainties in the market currently. We will elaborate more about the capital market in the section Uncertainties.

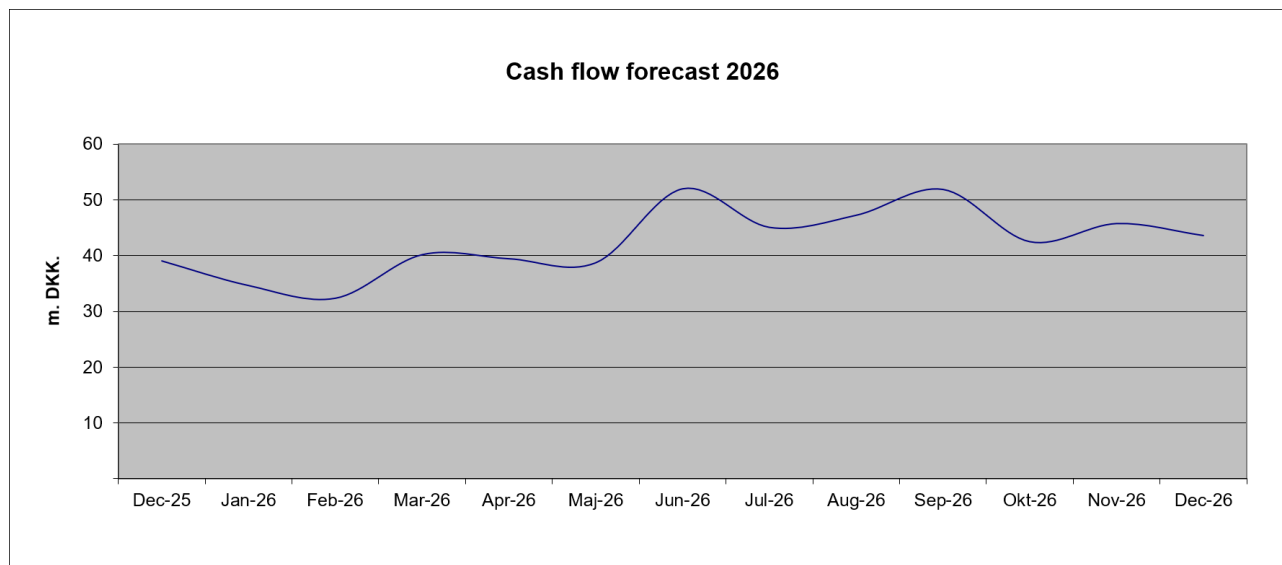
Cash flow forecast

The cash flow forecast below shows that cash holdings are expected to remain positive throughout 2026. This is mainly due to the monthly instalments of government grants and tuition fees.

Cash flow starts at DKK 39.0 M and declines, especially in January, April, July, and October, due to quarterly rent payments. Property taxes are paid in May and October. There is a sharp increase in cash flow in June due to a DKK 5.6 M payment from the Carlsberg Foundation. Cash flow is also expected to improve in September and November due to payments related to the Master's programmes. A decrease is expected in December due to property tax and library fee payments.

The forecast indicates a positive net cash flow of DKK 5.0 M for the year. This is primarily driven by non-cash expenses, such as depreciation of assets, combined with a positive annual result. By year-end, cash holdings are expected to amount to DKK 44.0 M.

The Department of Finance is responsible for monitoring cash flow throughout the year and will advise Executive Management to transfer funds from capital investments to cash holdings, if necessary, to ensure adequate cash holdings throughout the year.



Uncertainties

In general, government grants are subject to the over-all inherent uncertainty of end year adjustments to government grants for education according to the Finance Act.

Uncertainty regarding external research grants

The forecast on external research grants, i.e., the spending of grants comes with the inherent risk of delays in the existing project portfolio and additional spending from upcoming awards. Historically, the July forecast may deviate up to ± 3 pct. from the end year result.

Uncertainty of the capital markets

The capital markets are volatile driven by geopolitical tension and trade disputes. Thus, the current positive return on capital investments may fluctuate significantly before the end of the year.

Faculty hires

Prorector has initiated a transition of Faculty that over time will result in fewer short term hirings of post docs to cover teaching duties but instead will shift towards long term positions improving both teaching quality and career progress for junior faculty.

During the transition, we expect some overlapping positions, and management reserves are expected to cover the additional costs of up to DKK 1.0 M in 2026.

New Student Information System (SIS)

The development of new student information system has been terminated by the steering committee as of July 3, 2026.

We expect to make a full depreciation of the capitalized development cost in 2026. The capitalized cost is DKK 3.4 M as per December 31, 2025, and an additional budget of DKK 3.6 M for 2026. We expect the total cost to amount to approximately DKK 4-5 M, pending the final settlement of program costs and distribution between the universities.

The estimated amount is currently not included in the 2026 forecast. Once incorporated, it is expected to negatively and significantly impact the bottom-line result for the year.

Follow-up on Strategic Targets for 2026

The report stated in the chart below represents the results as of 1 July 2026.

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	In 2026, the IT University will evaluate its current offer of BSc study programmes to assess what the educational offer at the BSc level should be.	After the second quarter of 2026, a process proposal has been drafted, discussed and sent to the Executive Management. The development process is currently awaiting decisions on the next steps. There will be a follow up after third quarter 2026.	

Target	Description	Comments	Status
T2	In 2026, the IT University will make a concrete plan for the educational offer at MSc level until 2030, specifically defining the educational portfolio until 2030 and the target student admission numbers for each MSc study programme up to and including 2028.	Two new Combined master's study programmes for working professionals have been approved and the implementation has started. The proposal for a new 75 ECTS MSc study programme in "Responsible AI" is in progress and is expected to be submitted to the Ministry of Science, Higher Education and Digital Affairs in September. Further discussion in the University Management will take place in autumn 2026. During the first and second quarter of 2026, the target numbers of students admitted on each of the MSc study programmes for the years up until 2028 have been discussed and finally approved by the University Management. There will be a follow up after third quarter 2026.	

Target	Description	Comments	Status
T3	In 2026, every study programme will discuss the approach to and communication about generative AI in a semester workshop. The IT University will carry out additional four activities aimed at showing students how we work with generative AI in education.	Some study programmes have discussed the topic of generative AI in education at their spring 2026 semester workshop and the rest will discuss it at the autumn 2026 semester workshops. Further additional activities the IT University has carried out aimed at showing students how to work with generative AI in education: • An open Q&A session with students about "Generative AI and teaching at ITU" has been completed in March 2026. • A project has been initiated about Generative AI in programming in autumn 2026. • Through a process where teachers and students have been involved, the IT University's guidelines for use of generative AI in teaching and exams have been revised and updated, taking effect from February 2026. • Planned communication in ReadIT for Autumn 2026. There will be a follow up after third quarter 2026.	
T6	In 2026, the IT University will formulate and approve a research strategy defining principles for establishing and evaluating research entities, and pilot the framework in selected areas to ensure alignment with the academic profile and strategic direction of the IT University.	The IT University has developed strategic research instruments and initiatives that provide a framework for both the establishment and evaluation of research entities, as well as for strengthening the university's strategic direction in mission-driven research. By the end of second quarter 2026, the first pilot project has been initiated to test and refine the framework, with a second pilot planned for the autumn 2026 to further support alignment with the IT University's academic profile and strategic priorities. There will be a follow up after third quarter 2026.	

Target	Description	Comments	Status
T7	In 2026, the IT University establishes at least 2–3 formal partnerships with leading public and/or industry actors, each resulting in at least one joint project or workshop.	The IT University collaborates with public and industry partners through its research activities, where external engagement contributes to both research relevance and societal impact.. This engagement is supported by a dedicated organisational framework, including InnoCollab at the IT University and others, designed to strengthen partnership development and collaboration with external partners. Together, these efforts have resulted in formal partnerships and the development of joint projects and workshops with more leading public and industry partners. There will be a follow up after third quarter 2026.	
T8	In 2026, the IT University achieve participation in at least two international consortia and secure measurable funding growth.	The IT University has achieved the target of participating in at least two international consortia and continues to strengthen its involvement in international research collaborations. By the end of the second quarter of 2026, the level of external funding secured and projections for the remainder of the year indicate positive progress towards the funding growth component of the target. There will be a follow up after third quarter 2026.	

Target	Description	Comments	Status
T11	In 2026, the InnoCollab Team is organised around two complementary functions: 1) Research-based innovation and case development 2) External partnerships. Each with distinct methods (relationship-based vs. systemic) and success criteria, but connected through shared coordination and communication.	During the first and second quarter of 2026, the InnoCollab Team at the IT University has been reorganised around two complementary functions: research-based innovation and case development, and external/strategic partnerships. Both InnoCollab functions are based on a Working Modes model with five focus points for engaging and collaboration with researchers at the IT University as well as external partners. E.g. the Working Modes model is non-linear and flexible for showing researchers how innovation can create impact and strengthen their research rather than pushing researchers through a common innovation process. There will be a follow up after third quarter 2026.	
T12	In 2026, the IT University has developed a training and awareness program for researchers to build shared innovation competencies.	An Innovation Workshop for Researchers at the IT University has been developed and the first 2 x 2-hour pilot workshops were held in May 2026. The purpose was to build researchers' shared innovation competences and the workshop content was framing of innovation in research, stakeholder mapping and research impact in general and for the participating researchers. The workshop evaluation was good and a slightly adjusted workshop is planned in the autumn of 2026. There will be a follow up after third quarter 2026.	

Target	Description	Comments	Status
T13	In 2026, the IT University has developed an overview of potential formats for integrating practical innovation and entrepreneurship into credit-bearing (ECTS) education and plan the pilot of one of them.	After the second quarter of 2026, an overview of six formats for embedding practical innovation and entrepreneurship in credit-bearing (ECTS) education has been identified: Embedded modules, standalone 7.5 ECTS courses, thesis on own startup, honours programme, summer school course, and internship in own startup. A pilot of one format, embedded module, is planned for the autumn 2026. There will be a follow up after third quarter 2026.	
T16	In 2026, the IT University is a recognised reskilling partner for at least two industry organisations and an increased income of at least 20 per cent compared to 2025.	During the first and second quarter of 2026, the IT University has consolidated the position as a key upskilling partner for one of the Danish unions for employees. Further, partnerships and analysis of needs for digital competencies are initiated with three other organisations. After the second quarter of 2026, the income for ITU Professional Courses is DKK 2.0 million compared to DKK 1.2 million after second quarter in 2025. There will be a follow up after third quarter 2026.	
T17	In 2026, the IT University has established a governance structure that connects operations and academic resources in an agile organisation.	During the first and second quarter of 2026, the IT University has implemented a governance structure with a Forum for Lifelong Learning, an Academic Head of Lifelong Learning and current coordination of the activities between the involved parts of administration both on management and staff levels. There will be a follow up after third quarter 2026.	

Target	Description	Comments	Status
T18	In 2026, the IT University has developed and piloted a didactic model for lifelong learning, engaging most faculty involved in lifelong learning activities and industry partners, and integrated it into at least three course offerings.	Based on the course concept tested during the spring 2026 for ITU Professional Courses, a new didactic draft model with a focus on digital transformation courses is developed. The new didactic draft model will be used and evaluated at more digital transformation courses in the autumn 2026 The usage of the didactic draft model involves most of faculty involved in ITU Professional Courses and is expected to be reflected in most courses in the future. There will be a follow up after third quarter 2026.	

Enclosure 3

Framework Budget 2027-2030

This presentation concerns the ITU Framework Budget for 2027-2030.

Summary

The Framework Budget shows a negative result of DKK 5.8 M in 2027 and an accumulated positive result of DKK 3.7 M throughout the four-year period.

The management pools will amount to DKK 11.0 M in 2027 and increase from 2028 and onwards. The management pools support strategic actions and renewal of investments in IT infrastructure and IT security. As of 2027, the management pools include a strategic reserve for Research IT.

The Framework Budget no longer include costs for developing, implementing, and operating the new sector-wide student information system (SIS), as the work is halted. We include a reserve in the management pools for another replacement of the current student information system (STADS).

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

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.

In the four-year period, we aim to increase the external funding of both research activities and lifelong learning activities. From 2028 and onwards, we introduce an ambitious target of increasing external funding of both faculty positions and administrative positions.

The Budget Proposal Act from August 2026 does not include the priorities of the new government regarding the Danish Universities. The new government will present an updated Budget Proposal Act in October 2026, and we will revisit and present an updated Framework Budget, if significant changes – both positive and negative – are announced in the updated Budget Proposal.

Executive Management recommends that the Board approves the submitted Framework Budget and authorize Executive Management to prepare the Budget Proposal for 2027. We will present the Budget Proposal for 2027 at the Board meeting on 26 November 2026.

Equity and equity/income ratio

Table 1 shows equity and the equity/income ratio. Note that the equity end-year 2027 is based on the second quarter forecast 2026. In 2030, the equity ratio is at the preferred level of 0.18.

Table 1: Equity

Budget items (DKKK)	Forecast 2026 Q2	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030
Equity, end-year*	92,539	86,769	90,204	93,014	96,228
Equity/income ratio	0.19	0.18	0.18	0.18	0.18

*Equity end-year 2026 is adjusted according to the estimated profit of DKK 2.9 M from the quarterly accounts per june 30

Staff

As shown in Table 2, the staff forecast remains stable throughout the four-year period.

We have revised the forecast for academic staff to reflect the expected structure of full-time and part-time positions. The Framework Budget assumes a composition of researchers and part-time lecturers that is more closely aligned with the level of previous years, including a higher proportion of permanent full-time positions. Furthermore, Academic staff, full-time holds a steady level throughout the period, and includes an ambition of increased external funding of permanent faculty staff equivalent to 5 pct. in 2028, increasing to 7.5 pct. in 2029 and 10 pct. from 2030 onwards.

The forecast shows the administrative/academic staff ratio remains well below the Danish university sector average of 0.75. The ratio is expected to remain stable and continue to be below the sector average throughout the four-year period, all staff included (2025-level).

Table 2: Staff forecast

Staff Forecast (FTE)	Budget 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030
Researchers, government funding	134.1	142.2	136.6	129.5	124.9
Researchers, external funding	101.0	89.2	99.8	105.9	113.8
Academic staff, full-time	235.1	231.4	236.4	235.4	238.7
Part-time lecturers	18.6	11.2	11.4	11.1	11.2
Other part-time teachers and external examiners	38.8	39.7	40.5	39.3	39.8
Academic staff, part-time	57.4	50.9	51.9	50.4	51.0
Administrative staff*	8.4	8.4	8.4	8.4	8.4
Academic departments, staff	300.9	290.7	296.7	294.2	298.1
Administrative departments, staff	185.3	188.6	188.7	187.9	187.9
Staff total	486.2	479.3	485.4	482.1	486.0
Administrative/academic staff ratio	0.66	0.70	0.68	0.69	0.68

*Includes lab managers, student workers for research activities

Income and costs

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

We regulate government grants with a +2.7 pct. price/wage inflator, as stated in the Budget Proposal act. We regulate personnel costs and other operating costs with +3.6 pct. and +1.4 pct. in 2027, respectively. The inflators from 2028 to 2030 are set at the 2027 level.

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

Table 3: Framework Budget 2027-2030

Budget items (KDKK)	Budget 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030
Study activity grants and tuition fees	175,702	177,800	181,475	177,550	180,187
Education, base grants	46,157	47,104	47,100	47,100	47,100
Research, base grants	139,628	162,938	164,578	164,580	164,580
Other government grants	3,838	790	40	-102	-102
External research grants	95,500	84,004	94,519	101,054	109,141
Facilities subleasing	6,586	4,221	6,193	6,193	6,193
Other commercial activities and grants	14,295	17,352	19,383	21,399	23,399
Income	481,706	494,209	513,288	517,774	530,498
Personnel costs	65,274	57,963	65,218	69,727	75,307
Other operating income and costs	13,375	11,761	13,233	14,148	16,144
External research	78,649	69,724	78,451	83,875	91,451
Personnel costs	140,071	151,508	149,252	144,247	142,062
Other operating costs	13,665	14,676	14,718	14,305	14,219
Academic departments	153,736	166,184	163,969	158,551	156,280
Personnel costs	121,364	128,487	128,280	127,350	126,989
Other operating costs	50,215	50,163	49,588	50,491	51,567
Administrative departments	171,579	178,650	177,867	177,841	178,556
Building	75,428	76,344	74,944	74,451	74,451
Management pools	7,369	10,996	16,540	22,165	28,465
Ordinary operating net costs	486,761	501,898	511,772	516,883	529,203
Profit from ordinary operations	-5,055	-7,689	1,516	891	1,295
Financial income and costs	1,919	1,919	1,919	1,919	1,919
Profit	-3,136	-5,770	3,435	2,810	3,214

Student activity grants and tuition fees

In general, we assume the Budget Proposal Act presented by the Government in August (FFL 2027), 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.

Expected income for 2027-2029 reflects the combined impact of slightly reduced BSc student admissions and slightly increased MSc student admissions expected in 2026.

Until 2026, The employment bonus was fixed to 100 pct. by the Ministry of Science, Higher Education and Digital Affairs in the aftermath of COVID 19. From 2027 and onwards, we expect a bonus of 90 pct., which we base on an expected future employment rate among graduates of approximately 96 pct., cf. table 6.

Table 4: Student activity forecast

Study Activity Forecast	Budget 2026		Forecast 2027		Forecast 2028		Forecast 2029		Forecast 2030	
	units	KDKK	units	KDKK	units	KDKK	units	KDKK	units	KDKK
Students, BSc	862	66,487	823	64,867	791	62,321	781	61,519	792	62,384
Students, MSc	983	75,800	1,004	79,115	1,073	84,547	1,022	81,598	1,035	83,102
Students, guests	40	3,084	45	3,545	45	3,545	45	3,545	45	3,545
Students, foreign scholarships	7	1,765	7	1,801	8	1,800	8	1,800	8	1,800
Students, full-time (FTE)	1,892	147,136	1,880	149,329	1,917	152,214	1,856	148,463	1,880	150,831
Students, part-time (FTE)	45	7,717	46	7,984	50	8,941	53	9,330	54	9,351
Employment bonus	100%	8,061	90%	7,411	89%	7,463	89%	7,277	89%	7,394
Excess study time bonus	100%	8,076	100%	8,196	100%	8,357	100%	8,148	100%	8,280
Quality		0		0		0		0		0
Bonuses		16,137		15,607		15,820		15,426		15,674
Other student activity		4,712		4,880		4,500		4,331		4,331
Total income from study activity		175,702		177,800		181,475		177,550		180,187

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.

From 2030 and onwards, a small reduction to the number of admitted BSc students is expected due to the Reform of the Danish University Educational Programmes. At present, the reduction is assumed to be distributed proportionally among the study programmes based on the current distribution of admitted BSc students. A similar method is used to distribute the Reform's additional study places for MSc study programmes taught in English from 2029 and onwards among the MSc study programmes, as well as the expected reduction in MSc study places from 2028 and onwards.

Below, we elaborate on admission 2026.

For the BSc study programmes, 333 students are expected to be enrolled by 1 October 2026, which is 15 fewer than budgeted. As of early August, 347 students were admitted, and a dropout of 14 students is expected before 1 October. For the MSc study programmes, 620 students are expected to be enrolled by 1 October 2026, which is 16 more than budgeted. As of early August, 650 students were admitted, and a dropout of 30 students is expected before 1 October. The estimated enrolment for the BSc and MSc programmes in 2026 reflects the number of students admitted in early August, adjusted for expected withdrawals before 1 October. As these withdrawals are based on estimates, the final enrolment figures may differ marginally from those presented above.

Table 5: Student admission forecast

Admission (Number of students)	Actual 2020	Actual 2021	Actual 2022	Actual 2023	Actual 2024	Actual 2025	Budget 2026	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030
B-SWU	195	163	153	164	157	113	158	155	158	158	158	153
B-DDIT	55	59	55	64	63	71	50	46	50	50	50	49
B-GBI	95	95	64	67	68	82	60	60	60	60	60	58
B-DS	88	79	66	92	91	96	80	72	80	80	80	78
BSc - To be	433	396	338	387	379	362	348	333	348	348	348	338
K-DDIT	133	106	118	112	106	109	115	101	115	90	107	100
K-DIM	128	136	132	150	157	146	147	148	147	98	116	109
K-SD	145	120	107	133	130	125	133	136	133	110	130	122
K-DS	0	37	36	34	45	46	47	57	47	45	53	50
K-CS	87	96	92	102	101	79	112	121	112	70	83	77
K-GAMES	43	55	38	67	55	47	50	57	50	40	47	44
K-120/1+2	0	0	0	0	0	0	0	0	36	84	99	97
K-75/12	0	0	0	0	0	0	0	0	0	32	38	74
MSc - To be	536	550	523	598	594	552	604	620	640	569	673	673
M-ILM	41	24	35	15	35	26	40	30	40	40	40	40
Master	41	24	35	15	35	26	40	30	40	40	40	40
Total - To be	1010	970	896	1000	1008	940	992	983	1028	957	1061	1051

Table 6 shows the student activity rates from the Budget Proposal Act for 2027.

Table 6: Student activity rates

Student activities rates (DKK)	2026 p/w 2026	2027 p/w 2027	2028 p/w 2027	2029 p/w 2027	2030 p/w 2027
Government Grant, BSc (FTE)	77,100	78,700	78,700	78,700	78,700
Government Grant, MSc 120/22 (FTE)	77,100	78,700	78,700	78,700	78,700
Government Grant, MSc 120/1+2 (FTE) (NEW)				78,700	78,700
Government Grant, MSc 75/12 (FTE) (NEW)					118,100
Government Grant, Guest students (FTE)	77,100	78,700	78,700	78,700	78,700
Employment rate target	96.6%	96.3%	95.7%	95.7%	95.7%
Excess study time target months	4.3	4.3	4.3	4.3	4.3
Government Grant, part-time ILM (FTE)	33,300	34,000	34,000	34,000	34,000
Tuition fee, part-time students	85,000	85,000	85,000	85,000	85,000

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 158.9 M in 2027 to DKK 160.5 M in 2028 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.

We include base grants of DKK 18.4 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 from 2026 to 2029. In the Framework Budget, we expect the base grant to continue unchanged in 2030 and onwards.

Other government grants

Other government grants decrease moderately over the period. They include a grant of DKK 1.1 M for developing and implementing new MSc study programmes for working professionals. The grant is distributed by DKK 0.6 in 2026 and 2027. Other minor government grants remain unchanged.

External research grants

After a decline in secured awards in 2024, 2025 was a very successful year, with research funding of DKK 108 M secured. We expect external funding of research to continue growing steadily throughout the four-year period, as our projections assume an annual increase of approximately DKK 7.3 M/year.

Awards are very diverse in terms of amount and time span. For the long-term Framework Budget, we choose the average income profile from completed awards, when forecasting income from awards.

We expect an average overhead of around 20 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	Actual 2025	Framework 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031
Awards (KDKK)	95,260	86,540	86,890	46,640	108,430	100,700	108,025	115,350	122,675	130,000	130,000
Income (KDKK)	52,386	68,291	73,679	74,155	78,949	81,151	84,004	94,519	101,054	109,141	115,359
Senior Researchers (FTEs)	82	83	84	87	86	100	104	108	108	109	109
Income/senior researcher(KDKK)	643	824	876	854	917	812	808	878	936	1,001	1,058

Note: Senior researchers are full professors and associate professors.

Facilities subleasing

Facilities subleasing is expected to decrease by DKK 2.5 M due to SIS terminating its lease agreement and vacating the 5th floor in 2027. The premises are expected to be fully leased from 2028 and onwards.

We have reserved a total of 3,570 m² of gross floor area for subleasing. We expect 2,790 m² to be leased from second half of 2027 onwards, corresponding to a leasing rate of 78 pct.

Other commercial activities and grants

Other income is expected to increase by DKK 3.1 M in 2027 compared to the 2026 budget, primarily due to ITU Professional Courses.

ITU Professional Courses increases steadily towards DKK 13.0 M in 2030, which reflects the ongoing efforts to expand lifelong learning activities. Furthermore, we expect to secure grants for innovation at the same level as previous years, corresponding to an average income of DKK 4.0 M/year.

Table 8: Other Commercial Activities and Grants

Other Commercial Activities and Grants (KDKK)	Budget 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030
Innovation grants	5,374	4,009	4,064	4,064	4,064
ITU Professional courses	4,710	7,091	9,108	11,124	13,124
ITU Career Week	2,097	2,097	2,097	2,097	2,097
Any other business	2,114	4,155	4,114	4,114	4,114
Hovedtotal	14,295	17,352	19,383	21,399	23,399

Academic departments

Academic departments consist of costs related to the scientific sections, the PhD School and the Library.

The personnel costs reflect the 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 (2025-level).

The forecast for the Academic departments has increased due to general price/wage inflation and the assumption of full utilization of the personnel budget, in line with historical trends.

During the four-year period, we aim to increase external funding from both research grants and lifelong learning activities. The budget assumes external funding of permanent faculty salaries equivalent to 5 pct. in 2028, increasing to 7.5 pct. in 2029 and 10 pct. from 2030 onwards.

Administrative departments

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

The forecast for the administrative departments has increased due to additional resources allocated from the management reserves, in addition to the general price/wage inflation.

In 2027, we expect external funding of DKK 6.9 M for administrative staff positions. During the four-year period, we aim to increase external funding from research grants, lifelong learning, and other activities. The budget includes a gradual increase in external funding of administrative staff positions from 2028 and onwards, amounting to DKK 8.0 M/year in 2030.

We no longer include costs for developing, implementing, and operating the new sector-wide student information system (SIS), because the work is halted. We include a reserve for a new student information system in the management pools and elaborate on the matter in Appendix A “Uncertainties related to the long-term budget 2027-2030”.

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 amount to DKK 11.0 M in 2027 and increase from 2028 and onwards. The pools are divided into four categories, as shown in Table 9.

The Strategic Reserve will provide DKK 4.0 M/year throughout the four-year period to support strategic initiatives. Executive Management allocates the funds to the academic departments, the administrative departments or building costs upon request.

The IT Investment Reserve has increased to support both renewal of IT Infrastructure and security and new Research IT investments.

The SIS Reserve is set aside to support the implementation of a new Student Information System, replacing the current STADS system.

Additional Base Grants reflect the remaining research and innovation base grant, not yet allocated to strategic actions.

Table 9: Management pools

Management pools (KDKK)	Budget 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030
Strategic reserve	6,000	4,000	4,000	4,000	4,000
IT investment reserve	1,369	6,496	6,971	7,596	7,896
SIS reserve	0	500	4,569	4,569	4,569
Additional base grants, remaining	0	0	1,000	6,000	12,000
Total	7,369	10,996	16,540	22,165	28,465

Financial income and costs

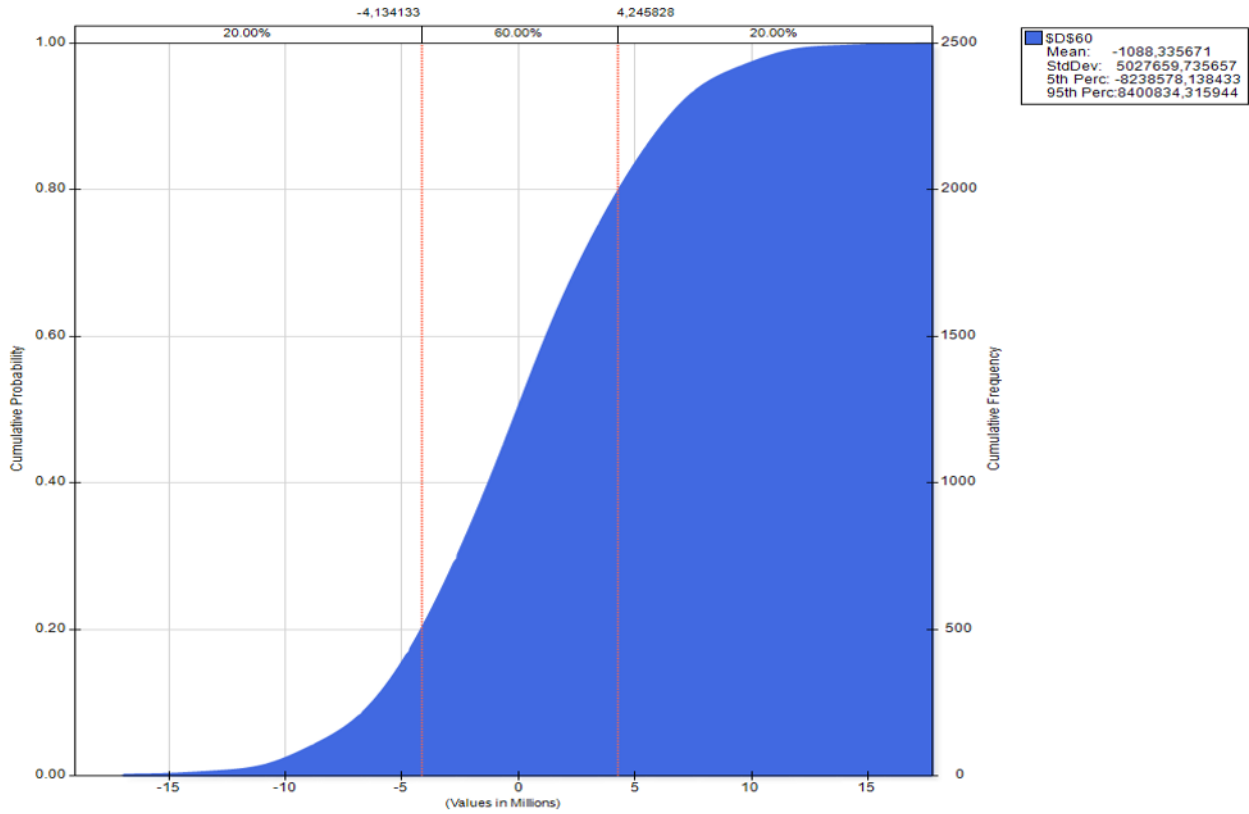
Financial income and costs are return on investment in the securities portfolio of the IT University and bank deposit interests. The IT University has a significant surplus operating cashflow, which we place in a securities portfolio to earn a decent interest.

The return on investment may fluctuate somewhat each year.

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 2027.

The simulation in figure 1 indicates that the probability of the actual result being at least DKK 4.1 M less than the budgeted result of DKK -5.8 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 -5.8 M is approximately 20 pct.

Figure 1: Operating uncertainties related to end year result 2027

Enclosure 4

ITU Student Admission 2026

BSc admission 2026

Applications

BSc Programme	Applications 2024 (1st priority)	Applications 2025 (1st priority)	Applications 2026 (1st priority)
Software Development	227	158	179
Digital Design & Interactive Technologies	88	98	80
Global Business Informatics	109	93	86
Data Science*	358	230	204
Total	782	579	549

*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 2024	Offer of Admission 2025*	Offer of Admission 2026	Budget 2026 (1st October)
Software Development	176	130	179	158
Digital Design & Interactive Technologies	75	80	63	50
Global Business Informatics	78	91	71	60
Data Science	111	123	100	80
Total	440	424	413	348

*From 2025 the University Reform required a reduction in BSc admission.

Grade Point Average and Gender Distribution

Statistics for applicants offered admission.

BSc Programme	Grade Point Average (quota 1)	Male %	Female %
Software Development	4,3	79%	21%
Digital Design & Interactive Technologies	7,2	24%	76%
Global Business Informatics	7,3	62%	38%
Data Science	5,9	62%	38%
Total		63%	37%

MSc admission 2026

Applications

MSc Programme	All applications 2024	All applications 2025	All applications 2026
Digital Innovation & Management	467	479	555
Digital Design & Interactive Technologies	330	324	360
Software Design	500	545	355
Computer Science	352	406	321
Games	171	207	207
Data Science	298	373	250
Total	2118	2334	2048

Budget and Offer of Admission

MSc Programme	Offer of Admission 2024	Offer of Admission 2025	Offer of Admission 2026	Budget 2026 (1st October) Incl. extra English language study places as part of the University Reform
Digital Innovation & Management	196	189	198	147
Digital Design & Interactive Technologies	153	151	153	115
Software Design	206	208	211	133
Computer Science	189	198	214	112
Games	84	81	87	50
Data Science	94	115	110	47
Total	922	942	973	604

Gender Distribution

Statistics for applicants offered admission.

MSc Programme	Male %	Female %
Digital Innovation & Management	48%	52%
Digital Design & Interactive Technologies	22%	78%
Software Design	46%	54%
Computer Science	80%	20%
Games	69%	31%
Data Science	63%	37%
Total	54%	46%

Enclosure 6a

Journalnr.: 2025-086

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 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 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 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 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 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 bestyrelseslederen. 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 bestyrelseslederen 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 Bestyrelseslederen 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 bestyrelseslederen.

- Stk. 2 Bestyrelsesmøderne afholdes som udgangspunkt på ITU's adresse, men kan dog, hvis bestyrelseslederen 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 bestyrelseslederens forfald eller inhabilitet varetager vicebestyrelseslederen, såfremt en sådan er udpeget, bestyrelseslederens opgaver i henhold til vedtægter og forretningsorden og de bestyrelseslederen 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 bestyrelseslederen 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 bestyrelseslederen er til stede, samt at mindst fem medlemmer og bestyrelseslederen stemmer for forslaget. Ved stemmelighed er bestyrelseslederens 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 bestyrelseslederen 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 bestyrelseslederens og rektors afgørelse om, at information behandles som Fortrolig Information, til at informationen eller

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

- Stk. 12 Den samlede bestyrelse træffer umiddelbart efter behandlingen af en sag ved et bestyrelsesmøde beslutning om, hvorvidt hele eller dele af refereringen af sagen skal være Fortrolig Information, jf. § 9.
- Stk. 13 Bestyrelsen kan i ganske særlige tilfælde, og da kun ved et bestyrelsesmøde, tilbagekalde en af bestyrelsen truffet beslutning. En sådan tilbagekaldt beslutning offentliggøres på sædvanlig vis på internettet med tydelig angivelse af, at det drejer sig om en tilbagekaldt beslutning. En tilbagekaldt beslutning offentliggøres ikke, hvis det drejer sig om Fortrolig Information, jf. § 9.

§ 8 Referat

Referenten udarbejder et beslutningsreferat med tydelig angivelse af

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

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

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 trufne beslutninger og tiltag kan derefter effektueres, og referatets Offentlig Tilgængelig Information kan offentliggøres, jf. § 11, stk. 1.

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

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

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

- Stk. 3 Referatet godkendes formelt som første punkt på det næstkommende bestyrelsesmøde.
- Stk. 4 Medlemmer af bestyrelsen, som ikke har deltaget i et bestyrelsesmøde, er forpligtet til at gøre sig bekendt med indholdet af referatet fra det relevante møde.

§ 9 Åbenhed

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

- Stk. 2 Ved Fortrolig Information forstås information, som 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 bestyrelseslederen konkret beslutter andet.

Stk. 3 Uden for bestyrelsesmøderne udtaler bestyrelsesmedlemmer sig ikke i deres egenskab heraf til pressen om ITU, medmindre bestyrelsen eller bestyrelseslederen 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 Bestyrelseslederen

Bestyrelseslederen 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.

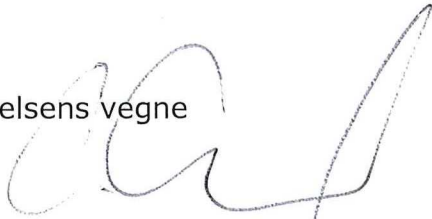
§ 14 Udlevering af forretningsordenen

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 18. september 2025

På bestyrelsens vegne



Carsten Krogh Gomard

Bestyrelsesleder

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 turns 70 years.

§ 3 Training of Board Members

The Rector introduces all new Members of the Board, including a possible new Chair 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 Rector relevant supplementary courses can be given to the Chair 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 Chair 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 Chair of the Board and the 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 Chair of the Board, in cooperation with the 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 Rector and must specify which matters are being discussed, the enclosures belonging to the matter (numbered consecutively), and the 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 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 Rector, at the latest, 8 days before the Rector's pre-meeting with the Chair of the Board. This pre-meeting takes place when proposals for the agenda and the 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 before the Board Meeting.
- Ss. 4 The Rector is under obligation to include all suggestions in writing received in time for the agenda in the material that the Rector sends to the Chair of the Board, before the meeting mentioned in subsection 3.
- Ss. 5 Matters, which the 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 of the Board decides in concert with the Rector which matters are considered as Confidential Information, cf. § 9. Until the meeting is held, the Board Members have 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 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 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 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 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 of the Board is prevented from attending or being disqualified, the Deputy Chairman of the Board, if such is appointed, manages the Chair of the Board's job according to regulations and rules of procedure, and the authorities and duties given to the Chair 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 be part of the consideration of the matter in question, or not.
- Ss. 8 The Board forms a quorum when at least four Members and the Chair 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 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 of the Board must be present, and at least five Members and the Chair of the Board must vote in favor of the proposal. When there is a parity of votes, the Chair 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 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 of the Board's and the 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 need 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 publicly 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 Chair of the Board or the Members of the Board. The Chair/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 these matters makes them exceptionally sensitive. Regarding these matters a distinction is made between two types of information, Confidential Information and Publicly Available Information.

- Ss. 2 Confidential Information is information, which the Chair 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 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 Publicly 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 Publicly 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 Publicly 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 before the Board Meeting.

§ 10 Internal submissions

Before a Board Meeting, the 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 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 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)
- Rules on Election
- Rules on 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 Rector.

Ss. 2 The Rector represents the Board in relation with staff and students at the University, unless the Board or the Chair of the Board specifically 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 of the Board specifically decides otherwise.

Ss. 4 The 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 of the Board

The Chairman of the Board is spokesman for the Board and manages current contacts to the 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 of these.

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 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.

So decided on and approved at the Board Meeting, Thursday September 18, 2025

On behalf of the Board, September 18, 2025

Carsten Krogh Gomard

Chair of the Board