IT University
of Copenhagen

For the Members of the Board

Management
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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 Available Public Information.

Agenda for the IT University Board Meeting on Friday, November 25th, 2011, at 15:00 – 17:00, in Room 3A20/28, **IT University of Copenhagen, Rued Langgaards Vej 7, 2300 Copenhagen S**

Public items:

1. The Board´s constitution (decision)
   Enclosure 1: Draft of press release (in Danish)

2. Approval of the minutes dated October 3th, 2011, from the previous meeting (decision)

3. Regulations of the IT University of Copenhagen (decision)
   Enclosure 2: Regulations of the IT University of Copenhagen (in Danish)

4. Follow-up on result goals and strategy goals (briefing)
   Enclosure 3: Follow-up on Result Goals in the Development Contract for 2011, per 30th September, 2011
   Enclosure 4: Follow-up on Strategy Goals in the Strategy Document for 2011, per 30th September, 2011

5. The accounting of third quarter and the prediction of the result of the year, 2011 (briefing)
   Enclosure 5: The IT University Accounting per September 30th, 2011

6. Strategy 2012-2016 (discussion)
   Enclosure 6: The IT University of Copenhagen Strategy 2011-2016 (DRAFT)
   Enclosure 7: Research Strategy 2012-2016 (second draft)
   Enclosure 8: Education Strategy 2012-2016

Enclosure 9: Communication Strategy 2012-2016

7. The budget 2012 (decision)
   Enclosure 10: Budget Proposal 2012 for the IT University of Copenhagen

8. Organisational changes (briefing)
   With visit by Head of Department Jens Christian Godskesen

9. Language Policy (briefing)
   Enclosure 11: Language Policy for the IT University of Copenhagen

Confidential items:

10.

Public items:

11. Questions regarding mail delivered briefings (briefing)

12. Any Other Business

The Management's comments on the agenda

Public items:

Item 1: The Board´s constitution (decision)
Enclosure 1: Draft of press release (in Danish)
The press release describes the fact that the Chairman of the Board Mogens Munk-Rasmussen left the Board at the end of the month where he turned 70 and that Jay Bolter took over his place on October 1st. The press release further states the expected outcome of the constitution of the Board, namely that the Board constitutes itself with Deputy Chairman of the Board Jørgen Lindegaard as new Chairman of the Board.

Item 2: Approval of the minutes dated October 3th, 2011, from the previous meeting (decision)
No comments to the minutes dated October 3th, 2011, from the meeting on 16th September 2011 have been received.

Recommendation:
The Management recommends that the minutes be approved.

Item 3: Regulations of the IT University (decision)
Enclosure 2: Regulations of the IT University of Copenhagen (in Danish)

At the Board Meeting on September 16th, 2011, the Board approved the process and schedule put forward by the Management concerning new regulations of the IT University of Copenhagen. As follow-up on the new University Law (Law no 634 of June 14th, 2011), the universities have to deliver new regulations for the Ministry´s approval before March 1th, 2012. The reason for this is that new rules have been laid down to what is required to be included in the regulations of the universities. Please refer to the enclosure (the present regulations with track-changes) which is the Management´s draft to the new regulations of the IT University of Copenhagen.

Please note in particular the following sections of the revised regulations:

1. Appointment of external members is now done by a combination of a nomination body ("indstillingsorgan") and an appointment body ("udpegningsorgan"), see § 7 and appendix 1 ("tillæg 1") to the regulations. We propose that the nomination body is made up of the chairman of the board, one other member of the board, a person appointed by the employers' panel and a person appointed by Academic Council. We further propose that the board is the appointment body.
2. We propose that the title Head of Administration ("administrationschef") be changed to University Director ("universitetsdirektør"), se § 4, so that the IT University, like the seven other Danish universities, will have a university director rather than a head of administration.

Recommendation:
The Management recommends that the Board approves the regulations presented. Subsequently, the regulations will be delivered to the Ministry for approval.

Item 4: Follow-up on result goals and strategy goals (briefing)
Enclosure 3: Follow-up on Result Goals in the Development Contract for 2011, per 30th September 2011
Enclosure 4: Follow-up on Strategy Goals in the Strategy Document for 2011, per 30th September 2011

Note to new members of the Board: There is a total of 47 different goals for the IT University to reach in 2011. The goals are numbered T1 to T47. Some of the goals also occur in the development contract 2011 with the Ministry; these are additionally numbered R1-R20. Enclosure 2 follows up on R1-R20, while Enclosure 3 follows up on the remaining 47 – 20 = 27 goals.

The overall picture is a high degree of goal satisfaction. In particular, external research funding (R14); admission on bachelor programmes (R1) and the number of MSc graduates (R2) have gone considerably better than planned.

Concerning red goals in Enclosure 3
R5: The Management has granted 250.000 DKR for an extraordinary effort to raise the activity level of part-time education in 2012.

Concerning red goals in Enclosure 4
T25 (admission of non-Danes on Global Business Informatics bachelor programme): The number of students that were admitted on the basis of a non-Danish qualification was the same in 2011 as in 2010, where the goal was reached. Thus, the reason that the goal is not reached in 2011 is that we decided to admit more students than originally planned and those extra students had Danish qualifications. The Communication Department and Faculty are working together on attracting foreign students from particular countries, but it takes time to gain a foothold abroad.

T46 (use of cloud computing for email and calendar): The fact that this is red is due to delays that are outside the control of the university. Management has decided that we should stick to collaborating with Microsoft and the regulatory bodies on finding a way to find a cloud solution, since we believe succeeding in this would have considerable benefits not only for the IT University, but also for many other public Danish institutions who handle person sensitive information.

Item 5: The accounting of third quarter and the prediction of the result of the year, 2011 (briefing)
Enclosure 5: The IT University Accounting per September 30th, 2011

As described in the enclosure, the financial result for 2011, as prognosticated after the third quarter of 2011, is -0.2 million DKK. The result in the budget for

2011 approved by the Board in November 2010 was -10.0 million DKK. The difference is mainly due to greater-than-budgeted increases in education and a number of one-time incomes.

Item 6: Strategy 2012-2016 (discussion)
Enclosure 6: The IT University of Copenhagen Strategy 2011-2016 (DRAFT)
Enclosure 7: Research Strategy 2012-2016 (second draft)
Enclosure 8: Education Strategy 2012-2016
Enclosure 9: Communication Strategy 2012-2016

Background and Process
The main strategy of the university expires at the end of 2011. During 2011, there has therefore been a number of strategy processes running concurrently, aiming at developing a strategy for 2012-2016.

The strategies for research, education and communication were developed by the research board, the study board and the communication department, respectively, in dialogue with the Management and with hearings of faculty, staff and students. These three sub-strategies were deliberately planned to proceed ahead of the process for the overarching strategy, for the purpose of engaging as much as the organisation as possible in the strategy work and increasing the grounding of the strategy work in the organisation.

In addition, the IT Group has started work on a new IT Strategy. A first draft is expected by the end of 2011.

The overarching strategy for the IT University has been written by Management, on the basis of the outcome of the Board strategy seminar in June; the subsequent discussion at the Board meeting in September 2011; and the discussion with the authors of the sub-strategies. It is deliberately brief, concentrating on overall direction and goals.

It would, of course, have been desirable to complete all the strategy processes by the end of 2011. For several reasons, however, Management thinks it is best to allow for a bit more time:

1) There has been a change of government in Denmark, including re-organisation of the central administration. The process of negotiation of development contracts with the new Minister of Science, Innovation and Higher Education, has therefore been delayed. It would not be a good idea for the Board to decide a new strategy without discussing strategy with the new government;
2) The hearing processes of the sub-strategies have now come to an end; it is desirable to conduct hearing processes of the overarching strategy as well.

Recommendation
Management recommends that the Board discusses the sub-strategies for research, teaching and communication at the board meeting, and that

Management subsequently decides the final wording of the documents. Management recommends that internal hearings of the overarching strategy are conducted from December 2011 up to and including March 2012, in parallel with discussions about a development contract with the ministry, leading to the decision of a new strategy for the IT University at the Board meeting on April 20th, 2012.

Item 7: The budget 2012 (decision)
Enclosure 10: Budget Proposal 2012 for the IT University of Copenhagen

Please refer to the enclosure, including the recommendation at the end.

Item 8: Organisational changes (briefing)
With visit by Head of Department Jens Christian Godskesen

All faculty are currently organised within seven faculty groups which, together with the Research and Learning Support, make up one department. The Head of Department, Jens Christian Godskesen, is currently in a process of changing the organisation of the department. Jens Christian Godskesen will give an oral briefing motivating why the re-organisation was set in motion and describing when he expects it to be completed.

Item 9: Language Policy (briefing)
Enclosure 11: Language Policy for the IT University of Copenhagen

The IT University has to function in two language contexts (Danish and English).

Dealing with both language contexts is non-trivial, because the students and employees at the university have varying levels of proficiency in Danish and English. For example, at the moment, some Danes employed at the university feel less comfortable preparing material for internal meetings in English, even if the material is relevant to all students and to those members of faculty, who do not speak Danish. Conversely, those members of faculty, who do not read Danish, are unable to read the relevant information that flows to the university from the rest of the Danish society in Danish, for example, a report from the chairman of the national external examiners (concerning the quality of exams and use of certain grades), or a national IT strategy.

While it would be unrealistic and unnecessary to expect every student and every employee of the IT University to be fluent in Danish and in English, Management believes that it is realistic and necessary to require some minimum language skills of every student and employee, depending on the role one holds in the university. In the case of students, the minimum language skills are already described in the study regulations. In the case of employees, there has not been a clear policy about language until June this year, when the university co-operation and safety committee (HSISU) passed the enclosed language policy.

The language policy adopted by HSISU is intended to be consistent with the mission of the university:

> The mission of the IT University of Copenhagen is to deliver internationally leading teaching and research which enable Denmark to become exceptionally good at creating value with IT.
> (Decided by the Board on 2nd December 2005)

First, the requirements concerning teaching and research being internationally leading have implications for the role of English in the language policy. Second, the part of the mission that talks about Denmark has implications for the role of Danish in the language policy.

A key feature of the language policy is that the language requirement is a function of the role one holds within the university. For example, the requirements for PhD students, administrative staff and tenured faculty differ.

Not everybody agrees with Management and HSISU on the balance between the two language contexts that is expressed in the adopted policy. Some were in favour of a different policy which would make English the primary language of the university and would not require tenured faculty to learn any Danish.

Language courses are a top priority for the competence development strategy of HSISU; Management is committed to providing the resources required for the implementation of the language policy.

Confidential items:

Item 10:

Public items:

Item 11: Questions regarding mail delivered briefings (briefing)
- E-mail 2011-10-10: Information – New Members of the ITU Board

Item 12: Any Other Business

Yours sincerely,

Gitte Gramstrup
Assistant to the Management