Terms of Reference, Executive-Level Employers’ Panel,
IT University of Copenhagen

IT University of Copenhagen has two types of Employers’ Panels, namely the Executive-Level Employers’ Panel (of which there is only one for the entire university) and the Programme-Specific Employers’ Panels (of which there are almost as many as there are study programmes at the university).

There is a division of labour between the Executive-Level Employers’ Panel and the Programme-specific Employers’ panels, in that the discussion of individual, existing study programmes takes place in the latter, whereas the former discusses the overall portfolio of study programmes and other topics of general importance for all study programmes.

This document describes Terms of Reference for the Executive-Level Employers’ Panel.

**Terminology**

**Definition** By an *employer* (Danish: “aftager”) we understand an organisation which employs ITU graduates or to whom one might reasonably expect ITU to deliver graduates.

**Purpose and Mandate**

The overall purpose of the Executive-level Employers’ Panel is to structure and strengthen the strategic dialogue between CEO-level managers of employers and the Executive Management of the university, which is necessary in order for the university to live up to its mission about delivering internationally leading teaching and research which enable Denmark to become exceptionally good at creating value with IT. The focus of the employers’ panels is on education.

There are two main purposes of the Executive-Level Employers’ Panel. First, in order to further the relevance in ITU’s portfolio of study programmes, the panel is to

- Shed light on the current state of the market for IT expertise in Denmark and share information about long-term trends in supply and demand in that market (and in segments of that market);
- Assess the overall portfolio of ITU’s study programmes in the light of the perception of the market;
- Share knowledge about the work of the Programme-specific Employers’ panels concerning changes in existing study programmes intended to minimise gaps between supply and demand;
- Discuss ideas or plans concerning new study programmes;
- Provide employers’ input on Research and disseminate information about new research results through ITU researchers.

Second, the Executive-Level Employers’ Panel has the role of providing an employers’ perspective in official proceedings that require such a perspective, e.g., institutional accreditation processes.

The ITU Board of Directors decides the strategy of the university, including where in the above-mentioned market ITU concentrates its efforts within education. However, Executive Management, who report to the ITU Board of Directors, are committed to using what transpires through the work in the Executive-Level Employers’ Panel both in the day-to-day running of the university and in the formulation of proposals of strategy to the ITU Board of Directors.
Composition and Appointment
The Executive-Level Employers’ Panel consists of 5 to 7 members at CXO-level representing employer organisations. Both the private and the public sector must be represented.

Members of the Executive-Level Employers’ Panel are appointed by the Vice Chancellor, who also appoints a Chairperson of the Executive-Level Employers’ Panel among the members. The Vice Chancellor makes the appointments upon consultation with the department management and the Heads of study programmes.

The members of the Executive-Level Employers’ Panel are appointed for two years. The Chairperson and members can be re-appointed once. In order to ensure continuity in the panel and its work, the entire panel should not be replaced at the same time.

In cases of premature replacements of panel members or the Chairperson, the Vice Chancellor appoints a new member/Chairperson. The Chairperson (or, in case of appointment of a new Chairperson: the Chairperson of the ITU Board of Directors), the Heads of Department and the Head of Studies are consulted. A new Chairperson can be recruited either from the remaining members or outside the panel.

There will be two ordinary meetings annually, one in the spring and one in the autumn. If needed, extraordinary meetings can be held. The Vice Chancellor and the Head of Studies represent ITU at the meetings, but they are not members of the panel. Minutes from the meetings are taken by the Assistant to the Executive Management and approved by the panel within four weeks after the meeting. The minutes are public information.

Two weeks prior to a scheduled meeting, an agenda will be distributed to the Executive-Level Employers’ Panel. The agenda will include the following items:

1. Follow-up on previous recommendations
2. Report on current status of ITU study programmes (applications, admissions, employment, etc.)
3. Trends in the Market for IT Expertise; status of issues concerning alignment of supply and demand
4. Commendations and recommendations
5. Any other business.

The Executive-Level Employers’ Panel members are honorary members and therefore not salaried.

Once a year, the chairperson of the Executive-Level Employers’ Panel submits a brief report to the ITU Board of Directors summarising the work of the panel and the interaction with the university. The report will be public information.
Terms of Reference, Programme-Specific Employers’ Panels,  
IT University of Copenhagen

IT University of Copenhagen has two types of Employers’ Panels, namely the Executive-Level Employers’ Panel (of which there is only one for the entire university) and the Programme-Specific Employers’ Panels (of which there are several, corresponding to a partitioning of the study programmes of the university).

There is a division of labour between the Executive-Level Employers’ Panel and the Programme-specific Employers’ panels, in that the discussion of individual, existing study programmes takes place in the latter, whereas the former discusses the overall portfolio of study programmes and other topics of general importance for all study programmes.

This document describes Terms of Reference for the latter type of employers’ panel, of which there are seven:

Full-time Study Programmes (Bachelor and MSc1)

- Programme-Specific Employers’ Panel for Software: covers Bachelor of Software (BSWU) and MSc in Software Development and Technology (KSDT);
- Programme-Specific Employers’ Panel for Digital Design and Communication: covers Bachelor i digitale medier og design (DMD) and cand. it. i digital design og kommunikation (DDK);
- Programme-Specific Employers’ Panel for Games: covers MSc in Games;
- Programme-Specific Employers’ Panel for Business IT: covers Bachelor in Global Business Informatics (GBI) and MSc in Digital Innovation and Management (DIM);

Part-time Programmes (Master)

- Programme-Specific Employers’ Panel for “Master i it-ledelse”
- Programme-Specific Employers’ Panel for “Master i interaktionsdesign”
- Programme-Specific Employers’ Panel for “Master i software engineering”

Terminology

**Definition** By an *employer* (Danish: “aftager”) we understand an organisation which employs ITU graduates or to whom one might reasonably expect ITU to deliver graduates.

Purpose and Mandate

The overall purpose of the Programme-Specific Employers’ Panel is to structure and strengthen the strategic dialogue between front-line managers in employer organisations and the Management of the study programmes in question, which is necessary for the quality and relevance in the programmes.

Concerning relevance, ITU has the principle that every ITU graduate should acquire some “ticket to the

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1Throughout, we use MSc as the English translation of the Danish term “kandidat”. The term “Master” is used for part-time education.
labour market” through their studies, i.e., they should acquire some skill or knowledge which is of long-term value and deep (and therefore not easy to replicate) and there must be enough demand for it in the labour market.

There are two main purposes of the Programme-Specific Employers’ Panel. First, in order to further the relevance of the study programmes, the panel is to

- Shed light on the state of the part of the market for IT expertise in Denmark, which the study programmes in question address, including sharing information about trends in supply and demand in that segment of the market;
- Assess the study programmes covered by the panel in the light of the perception of the market; does the study programme give students a ticket to the labour market?
- Make recommendations intended to minimise gaps between supply and demand.

Second, the Programme-Specific Employers’ Panel has the role of providing an employers’ perspective in official proceedings that require such a perspective, e.g., institutional accreditation processes and internal programme reviews.

In accordance with the University Bill, it is the Vice Chancellor who decides the curriculum, based on recommendations of the Board of Studies. The Head of Study Programme makes the recommendations concerning the curriculum to the Board of Studies, after consultation with colleagues and students.

Thus the Programme-Specific Employers’ Panel does not decide the curriculum. However, the Head of Study Programme is committed to use what transpires through the work in the Programme-Specific Employers’ Panel both in the day-to-day running of the programme and in the formulation of proposals of curricula (and other matters relating to the study programmes in question) to the ITU Board of Studies.

Composition and Appointment
The Programme-Specific Employers’ Panel consists of 5 to 7 members, who are front-line managers in employer organisations, alumnae or entrepreneurs (by front-line managers we mean managers who have experience with employing graduates in direct reference). Both the private and the public sector must be represented.

Members of the Programme-Specific Employers’ Panels are appointed by the Head of Studies, who also appoints a Chairperson for each of the Programme-Specific Employers’ Panel among its members. The Head of Studies makes the appointments upon consultation with the department management and the Heads of study programmes.

The members of the Programme-Specific Employers’ Panel are appointed for two years. The Chairperson and members can be re-appointed once. In order to ensure continuity in the panel and its work, the entire panel should not be replaced at the same time.

In cases of premature replacements of panel members or the Chairperson, the Head of Studies appoints a new member/Chairperson. The Chairperson (or, in case of appointment of a new Chairperson: the Chairperson of the Executive-Level Employers’ Panel), the relevant Head of Department and the Head(s) of Study Programme are consulted. A new Chairperson can be recruited either from the remaining members or outside the panel.
There will be two ordinary meetings annually, one in January and one in April or May. If needed, extraordinary meetings can be held. The Heads of Study Programmes in question represents ITU at the meetings, but they are not members of the panel. Minutes from the meetings are taken by a member of staff from Student Affairs and Programmes and approved by the panel within four weeks after the meeting. The minutes are public information.

Two weeks prior to a scheduled meeting, an agenda will be distributed to the Programme-Specific Employers’ Panel. The agenda will typically include the following items:

1. Follow-up on previous recommendations
2. Report on current status of the study programmes covered by the panel (applications, admissions, employment, etc.)
3. Alignment of supply and demand
4. Commendations and recommendations
5. Any other business.

The Employers’ Panel members are honorary members and therefore not salaried.

Once a year, the chairperson of the Programme-Specific Employers’ Panel submits a brief report to the Vice Chancellor, cc the Chairperson of the Executive-Level Employers’ Panel, summarising the work of the panel (including key recommendations provided during the year) and the interaction with the university (including follow-up on recommendations). The report will be public information.