

File no. 01-0051

050908

**Bylaws of Copenhagen Business
School
Handelshøjskolen i København**

Pursuant to s.10 (6) and (11), 12(5), 14(11), 15(7), 16(11), 16b(9), 18(7)-(9) and s. 38(8), in the Act on universities (the University Act), cf. consolidated act no. 1368 of 7. December 2007, the following shall be laid down:

Part 1

General provisions

1. Copenhagen Business School (hereinafter referred to as CBS) shall be an independent institution within public administration under the supervision of the Minister for Science, Technology, and Innovation.

(2) CBS shall conduct research and provide research-based education at the highest international level within business economics, business language, and related fields. CBS shall ensure equal interaction between research and education and engage in ongoing strategic selection, prioritisation, and development of research and educational fields. CBS has freedom of research and shall uphold this freedom as well as ethics of science.

(3) CBS shall disseminate the knowledge of scientific methodology and results and cooperate with society and contribute to the development of international cooperation. The teaching and research of CBS shall contribute to the promotion of growth, welfare, and development in society and CBS shall exchange knowledge and competences with society and encourage its employees to participate in the public debate. In doing so, CBS shall ensure that the most recent knowledge within relevant fields is made available to degree programmes without research.

(4) CBS shall not be divided into core areas.

(5) CBS shall have its registered address and venue at Frederiksberg.

Part 2

Governance Regulations

The Board of Directors

2. The Board of Directors shall be the supreme authority of CBS. The Board of Directors shall be responsible for the interests of CBS as an institution for education and research. The Board of Directors shall lay down directions for the organisation, long-term activities, and development of CBS. The Board of Directors shall be responsible to the science minister for the activities of CBS, including the administration of the aggregate resources of CBS.

(2) The Board of Directors shall also have the following rights and duties:

- i. On the recommendation of the president, the Board of Directors shall approve the budget of CBS, including the allocation of the aggregate resources and the principles for the employment of the resources, and sign the financial statements.

- ii. The Board of Directors shall prepare the bylaws of CBS and amendments thereto, which shall be approved by the science minister.
- iii. The Board of Directors shall enter into a development contract with the minister on the overall activities of CBS.
- iv. The Board of Directors shall appoint and discharge the president of CBS, cf. (4) in this section, and shall appoint and discharge the university director on the recommendation of the president, cf. (5) in this section. The Board of Directors shall have no authority in individual matters regarding other employees or students at CBS.
- v. The Board of Directors shall approve the establishment and the abolition of departments and department-like centres as part of strategic considerations and shall decide which degree programmes to offer.
- vi. The Board of Directors shall lay down further guidelines for documentation systems in connection with assessments and follow-up.
- vii. For master's programmes offered in collaboration with other universities or other higher education institutions, the Board of Directors may decide that the representatives of the academic staff in the study board may include academic staff or teachers employed at such institutions, cf. s. 19.

(3) The chairman of the Board of Directors shall together with another member of the Board of Directors be authorised to sign for CBS in cases of acquisition, sale, and mortgaging of real property.

(4) Prior to the appointment of the president, the Board of Directors shall prepare a job description including terms of employment and qualification requirements and the provision that the president shall meet the requirements of s. 14 (2) of the University Act. The Board of Directors shall be entitled to terminate the employment of the president in accordance with standard rules of employment and contract. Please refer to the appendix of these bylaws regarding employment and termination procedures.

(5) Prior to the employment of the university director, the Board of Directors shall on the recommendation of the president prepare a job description including terms of employment and qualification requirements. On the recommendation of the president, the Board of Directors shall be entitled to terminate the employment of the university director in accordance with standard rules of employment and contract. Please refer to the appendix of these bylaws regarding employment and termination procedures.

3. The Board meetings shall be public. Matters may, however, be treated confidentially if deemed necessary in view of their nature or other circumstances. All matters involving individuals, matters involving information of contractual negotiations with private persons or similar negotiations with public cooperative partners, and matters that fall under the secrecy provisions of the Danish Public Administration Act shall be treated confidentially.

(2) The meeting documents of the Board of Directors, including agendas and minutes, shall be made public. Matters, documents, or information falling under the secrecy provisions of the Public Administration Act, may not be made public. Matters, which are treated confidentially, cf. (1) may be exempt

from the public if deemed necessary in view of their nature or other circumstances.

(3) The Board of Directors shall lay down rules of procedure. The Board of Directors shall be entitled to determine a procedure for the organisation of the board meetings in such rules of procedure.

4. The Board of Directors shall be entitled to decide to take legal action against members of the Board of Directors, the president, auditors, if any, or others in the event of any losses inflicted on CBS.

(2) The Board of Directors shall be authorised to take out standard board liability insurance.

(3) The decision to abolish CBS shall be made by the Board of Directors. This decision shall require at least two thirds of the members of the Board of Directors voting in favour thereof. Detailed provisions hereof shall be set down in the rules of procedure. The decision shall be approved by the science minister.

5. The Board of Directors shall have 11 members of whom 6 members are external members, 2 members are elected by the academic staff, including research degree students employed by CBS, 1 member is elected by the technical-administrative staff, and 2 members are elected by the students. The Board of Directors shall elect a chairman and a vice-chairman from among its external members by ordinary majority.

(2) The external members shall be appointed on the merit of their personal qualifications for a period of 4 years. External members and the other members of the Board of Directors shall contribute to the promotion of the strategic activities by means of their experience and insight into education, research, and dissemination and exchange of knowledge. The external members shall also be experienced in management, organisation, and economics, including assessment of budgets and financial statements. The external members shall be appointed by the present Board of Directors following preceding discussions with the Danish Society for the Advancement of Business Education. External members shall only be entitled to one re-appointment.

(3) The members of the Board of Directors from the academic staff, including research degree students employed by CBS, shall be elected by and among the academic staff for a period of 4 years. The member of the Board of Directors from the technical-administrative staff shall be elected by and among the technical-administrative staff for a period of 4 years. The members of the Board of Directors from the students shall be elected by and among the students for a period of 2 years, so that one student is elected for a period of 2 years in even years, and one student is elected for a period of 2 years in uneven years. The elections shall be held pursuant to the provisions of part 3. Re-election may take place. In case of permanent absence of a member, a substitute shall enter the Board of Directors pursuant to the provisions in s. 27, (1) and (2).

(4) If one of the external members of the Board of the Directors resigns due to illness or other personal reasons of a similar character before the expiry of his/her term of office, the Board of Directors shall appoint a new external

member for a period of 4 years following preceding discussions with the Danish Society for the Advancement of Business Education.

President

6. The president shall be responsible for the day-to-day management of CBS within the framework that has been established by the Board of Directors.

(2) The president shall be authorised to sign on behalf of CBS except in cases of acquisition, sale, and mortgaging of real property, cf. s. 2(3), and shall decide in all cases, except such cases as laid down in these bylaws, which have been assigned to the Board of Directors, cf. s. 2(1) and (2), 3(3), 4 and 5(2) and (4), to the academic council, cf. s. 9(2)-(4), to the study boards, cf. s. 16(1)-(4), or to the PhD committees, cf. s. 22(2)-(4).

(3) The president shall also have the following rights and duties:

- i. The president shall recommend employment and dismissal of the university director to the Board of Directors.
- ii. The president shall appoint and dismiss deans, cf. (6) in this section, and the library director.
- iii. The president shall recommend the budget to the Board of Directors and sign the financial statements.
- iv. The president shall prepare proposals for a development contract following open discussions at CBS, including the academic council.
- v. The president shall establish and abolish department and centres, however, cf. s. 2(2)(v).
- vi. The president shall approve all external partnerships that bind CBS.
- vii. The president shall determine rules of disciplinary measures towards the students.
- viii. In special cases, the president shall be entitled to dissolve the academic council, cf. s. 9(1), and in specific cases assume the responsibilities of the academic council, cf. s. 9(2).
- ix. The president shall lay down the standard rules of procedure for the academic council, study boards, and PhD committees. The standard rules of procedure shall ensure transparency in the duties of the council, the study boards, and the committees to the greatest extent possible.

(4) The president shall also have the following rights and duties, unless the president decides to delegate such rights and duties to the deans or to a person authorised thereto by the president:

- i. The president shall appoint and discharge heads of department, cf. (7) in this section, and shall appoint and dismiss centre directors.
- ii. The president shall establish and abolish study boards and approve chairmen and vice-chairmen of the study boards.
- iii. The president shall appoint and dismiss programme directors on the recommendation of the study boards.
- iv. The president shall establish and abolish the required number of PhD schools, cf. s. 20.

- v. The president shall appoint and remove heads of PhD schools, cf. s. 21(1)
- vi. The president shall establish and abolish PhD committees and appoint chairmen and, if required, vice-chairmen for PhD committees, cf. s. 22(1)-(2).
- vii. The president shall approve programme regulations upon request by the study board.
- viii. In special cases, the president shall be entitled to dissolve a study board, and in specific cases assume the responsibilities of a study board, by which s. 16(1) and (3) is derogated from.
- ix. In special cases, the president shall be entitled to dissolve a PhD committee, and in specific cases assume the responsibilities of a PhD committee, by which s. 22(2) and (3) is derogated from.

(5) University director, library director, deans, heads of department, programme directors, and heads of PhD schools are responsible for their tasks on the authority of the president.

(6) Prior to the appointment of the deans, the president shall prepare a job description including terms of employment and qualification requirements and the provision that the dean shall meet the requirements of s. 16 (2) of the University Act. The president shall be entitled to terminate the employment of the dean in accordance with standard rules of employment and contract. Please refer to the appendix of these bylaws regarding employment and termination procedures.

(7) Prior to the appointment of heads of department, the president shall prepare a job description including terms of employment and qualification requirements and the provision that the head of department shall meet the requirements of s. 17 (3) of the University Act. The president shall be entitled to terminate the employment of the head of department in accordance with standard rules of employment and contract. Please refer to the appendix of these bylaws regarding employment and discharge procedures.

Administration and university director

7. An administration office shall be at the service of the president, the management, and the units of CBS. The administration shall be responsible for the management of the joint technical and administrative duties at CBS, which are not assigned to the library, the departments, or other units.

(2) The administration shall be managed by the University Director on the authority of the President, cf. s. 6(5).

Library and library director

8. The primary function of the library of CBS shall be to provide library and information service to CBS researchers, teachers, and students. The library shall also serve the public under the provisions of the Library Act or consequent provisions.

(2) The library of CBS shall be managed by the library director on the authority of the president, cf. s. 6(5).

Academic council

9. CBS shall appoint an academic council.

- (2) The Academic Council shall have the following rights and duties:
- i. The Academic Council shall give their opinion to the president on the internal allocation of funds.
 - ii. The Academic Council shall give their opinion to the president on proposals for the development contract.
 - iii. The Academic Council shall give their opinion on key strategic research and educational fields and plans for exchange of knowledge.
 - iv. The Academic Council shall make recommendations to the President on the composition of specialist committees to assess applicants for academic positions.
 - v. The Academic Council shall award PhD and doctoral degrees

(3) The Academic Council shall be entitled to make statements on all academic issues of significant importance to the activities of CBS and shall discuss the academic issues presented to them by the president.

(4) The Academic Council shall set up its own agenda within the framework of the standard rules of procedure laid down by the President, cf. s. 6(3)(iv)

10. The Academic Council shall have 13 members, of whom the president shall be permanent chairman, 9 members shall be elected by and among the academic staff including research degree students employed by CBS, and 3 members shall be elected by and among the students.

(2) The representatives of the academic staff, including research degree students employed by CBS, shall be elected by and among the academic staff for a period of 4 years. The representatives of the students shall be elected by and among the students for a period of 1 year. The elections shall be held pursuant to the provisions in part 3. Re-election may take place. In case of permanent absence of a member, a substitute shall enter the Academic Council pursuant to the provisions in s. 27(1) and (2).

Deans

11. The research activities of CBS, including dissemination of research, shall be managed by a dean of research. The educational activities of CBS shall be managed by a dean of education.

(2) The deans shall be responsible for their tasks on the authority of the president, cf. s. 6(5).

Departments and heads of department

12. Research at CBS shall be conducted at departments. Research may also be conducted at centres. Departments and, if required, centres shall

provide the teaching of the degree programmes at CBS within their academic field.

(2) Departments and centres shall be established and abolished by the president pursuant to provisions on organisation, long-term activities, and development of CBS laid down by the Board of Directors, cf. s. 2(1). Centres shall be established and abolished following discussions with the heads of department in question. The establishment and abolition of departments and centres as part of strategic considerations shall be approved by the Board of Directors, cf. s. 2(2)(v).

13. Each department shall be managed by a head of department, who shall be appointed by the president, cf. 6(4)(i). The head of department shall be responsible for the day-to-day management of the department, including planning and distribution of tasks in dialogue with the employees of the department and the students. The head of department shall ensure quality and coherence with department research and teaching and shall together with the study board and programme directors follow up on the assessment of programmes and teaching.

(2) The head of department shall be entitled to assign specific duties to the staff of the department. When members of the academic staff have not been assigned such tasks, they shall enjoy freedom of research within the strategic research framework of CBS.

(3) The head of department shall approve agreements made by the staff on the responsibility of externally financed research projects, cf. also s. 6(3)(vi).

(4) The head of department shall be entitled to appoint deputy heads of department and research directors and delegate managerial tasks to them. In case of appointment of more than one deputy head of department, only one of them shall be appointed as acting head of department in the absence of the head of department. The acting head of department shall not hold the position of head of department for more than three months without being appointed by the president.

14. Each centre shall be managed by a centre director, who is responsible for the day-to-day management of the centre, including planning and distribution of tasks in dialogue with the employees of the centre and students, if any. Further provisions on the responsibilities of the centre, staffing, positioning in a department, and the authority of the centre director shall be determined by the president in connection with the establishment of the centre.

Study boards, chairmen of study boards, and programme directors

15. Study boards shall be set up for the degree programmes of CBS. Study boards may be set up for a specific programme, for parts of a programme, and joint study boards may be set up for several programmes.

(2) The study board structure shall be laid down by the president pursuant to provisions on organisation, long-term activities, and development of CBS laid down by the Board of Directors, cf. s. 2(1).

- 16.** The study board shall ensure organisation, implementation, and development of degree programmes and teaching, including
- i. quality assurance and quality development of degree programmes and teaching and follow-up on assessments of programmes and teaching
 - ii. preparation of proposals for programme regulations and changes therein
 - iii. approval of plans for organisation of teaching and tests as well as other assessments included in the exam
 - iv. handling of applications concerning credit transfer including pre-approved credit transfer and exemptions
 - v. statements within the research field on all issues of importance to programmes and teaching and discussion of programmes and teaching presented by the president or a person authorised thereto by the president

(2) The study board shall elect a chairman from among its academic staff members and a vice-chairman from among the students. The chairman and the vice-chairman shall be approved by the president, cf. s. 6(4)(ii).

(3) The study board shall recommend a programme director to the president, cf. s. 6(4)(iii). The programme director shall be a member of the permanent academic staff.

(4) The study board shall set up its own agenda within the framework of the standard rules of procedure laid down by the president, cf. s. 6(3)(ix).

17. The president shall set up study boards and determine the number of members in the individual study boards, however, at least 4 and no more than 10 members. Each study board shall consist of an equal number of representatives of the academic staff and the students.

(2) The representatives of the academic staff shall be elected by and among the academic staff for a period of 4 years. The representatives of the students shall be elected by and among the students for a period of 1 year. The elections shall be held pursuant to the provisions in part 3. Re-election may take place. In case of permanent absence of a member, a substitute shall enter the study board pursuant to the provisions of s. 27(1) and (2).

18. The programme director shall in collaboration with the study board manage the practical organisation of teaching, examinations, and other assessments included in the exam. The programme director shall approve the research questions and the deadline for submission of the master's thesis as well as a guidance plan for the student.

19. In study boards for master's programmes that are offered in cooperation with other universities or other higher education institutions, the representatives of the academic staff may also include academic staff or teachers employed by such institutions respectively.

PhD schools, head of PhD school, and PhD committees

20. The president shall establish and abolish the required number of PhD schools.

(2) The president shall be entitled to decide to establish PhD schools in collaboration with other universities with attachment to one university.

(3) If the president decides to establish PhD schools in collaboration with other universities, cf. s. 16b(9) of the University Act, the president and equally competent persons at the collaborating universities shall make arrangements of further provisions for appointment of the head of the PhD school and the composition of PhD committees, cf. s. 21 and 22.

21. The president shall appoint and remove a head of a PhD school. The head of the PhD school shall be a recognised researcher and be experienced in and have insight into PhD studies. The president shall obtain the necessary information, so that the appointment procedure ensures that the head of the PhD school has academic and managerial legitimacy.

(2) The head of the PhD school shall appoint PhD supervisors pursuant to the programme regulations. The head of the PhD school shall approve research degree students on the recommendation of representatives of the academic staff in the PhD committee.

(3) The head of the PhD school shall together with the PhD committee be responsible for organisation of the PhD programme of the school, including research stays abroad.

(4) The head of the PhD school shall together with the PhD committee be responsible for ongoing evaluation of the activities of the school. The head of the PhD school shall submit these evaluations to the president for review. Evaluations and review plans shall be published.

22. The president shall set up PhD committees and determine the number of members in the individual PhD committees, however, at least 4 and no more than 12 members. Each PhD committee shall consist of an equal number of representatives of the academic staff and the students.

(2) The president shall appoint chairmen and, if required, vice-chairmen for PhD committees on the recommendation of the committee in question.

(3) The PhD committee shall mainly be responsible for:

- i) Recommendation to the president of a chairman among the academic staff of the PhD committee and, if required, a vice-chairman among the students of the PhD committee:
- ii) Recommendation of the composition of assessment committees to the president.
- iii) Approval of PhD courses.
- iv) Preparation of internal guidelines, including supervision, for the PhD school to the head of the PhD school.
- v) Statements on evaluations of the PhD programme and guidance to the head of the PhD school.
- vi) Approval of applications for credit transfer and exemption.
- vii) Statements within the research field on all issues of importance to PhD programmes and supervision presented by the president or a person authorised thereto by the president.

(4) The PhD committee shall set up its own agenda within the framework of the standard rules of procedure laid down by the president, cf. s. 6(3)(ix).

(5) The representatives of the academic staff shall be elected by and among the academic staff for a period of 4 years. The representatives of the research degree students shall be elected by and among the research degree students for a period of 1 year. Elections to PhD committees shall be held with elections to the other collegiate bodies of CBS pursuant to the provisions in part 3. Re-election may take place. In case of permanent absence of a member, a substitute shall enter the PhD committee pursuant to the provisions in s. 27(1) and (2).

Part 3

Provisions for elections

Election board

23. The president shall appoint an election board consisting of representatives of the election classes stated in s. 26 in elections to the Board of Directors, cf. s. 5(1) and (3), the Academic Council, cf. s. 10(1) and (2), the study boards, cf. s. 17 (1) and (2), and to PhD committees, s. 22(1) and (5). The president shall appoint the chairman of the election board.

(2) The election board shall on behalf of the president organise and hold elections and ensure that election rules, cf. s. 24 are complied with. The election board shall make sure that information on the election is provided, including publication of the election circular, cf. s. 24.

Election rules

24. The president shall lay down rules in the election circular on the exercise of franchise, the holding of the election, and the results of the election. The election circular shall be laid down on the recommendation of the election board.

25. The elections shall be held as elections by proportional representation between lists. Coalition lists and electoral pacts may be formed.

26. Persons eligible and persons entitled to vote shall be divided into three election classes:

Election class I Consists of professors, associate professors (with or without research duties), assistant professors, research degree students employed full-time by CBS, and others employed by CBS on the basis of an academic assessment and with an average weekly working time of at least 20 hours.

Election class II Consists of technical-administrative staff with an average weekly working time of at least 15 hours.

Election class III Consists of students. The election rules may determine that students who are only enrolled in a CBS study programme for a short period of time, or students who are enrolled for substantially less than half of a full-time study programme shall not be entitled to vote.

(2) The right to vote and eligibility shall only be asserted within one election class. The election circular shall contain rules of option in case of a person being affiliated to more than one election class, however, cf. s. 3.

(3) In elections to the PhD committees, research degree students shall be regarded as members of election class III.

27. If a member of the Board of Directors or the collegiate bodies loses his/her eligibility or legitimately resigns, the substitute who comes closest according to the results of the last ordinary or extraordinary election shall enter the Board of Directors or the collegiate body. The term of office for the substitute shall then run until the next ordinary election term.

(2) By-elections shall be called when a member loses his/her eligibility or legitimately resigns, and no substitute for the person in question has been elected.

(3) If new bodies are established during the election period, extraordinary elections shall be held for such bodies. The term of office for the elected members shall then run until the next ordinary election term.

Part 4

Financial provisions

28. CBS shall fall within the Danish Central Government Accounts Act.

(2) The financial statements shall be prepared according to rules laid down by the Minister.

(3) The financial year of CBS shall be the fiscal year. At the end of the financial year, the financial statements shall be presented, comprising the income statement, the balance sheet, and a fixed-asset movement schedule. The financial statements shall be signed by the Board of Directors, the president, the university director, and the two deans.

(4) The financial statements of CBS shall be audited by the Auditor General pursuant to the Danish Central Governments Act.

29. The cash and cash equivalents of CBS shall be placed pursuant to the executive order on placement of funds of foundations and directors' emoluments, etc.

(2) The securities of CBS shall be registered in the name of CBS.

30. If the Board of Directors abolishes CBS, the net assets of CBS shall be transferred to national ownership, however, cf. (3) and (4) in this section.

(2) Donations to CBS shall be transferred to national ownership, unless otherwise stipulated by Danish law, however, cf. (3) and (4) in this section.

(3) If there are any available funds in the remaining assets, the net assets of CBS calculated as at 31 December 1990 and donations as from 1 January 1991 to 30 June 2003 such as real and personal property and grants related

to construction of buildings for teaching and research purposes shall be employed at the discretion of the Board of Directors.

(4) If funds are still available in the remaining assets, the net assets calculated as at 30 June 2003 shall be employed for teaching and research purposes at the discretion of the science minister.

Part 5

Other provisions

Specific activities

31. The Board of Directors shall be entitled to decide to assign specific activities directly to the president, including internally targeted development and competence centres.

Administration provisions and complaints

32. CBS shall fall under the Danish Administration Act, the Danish Access to Public Administrative Documents Act, the Danish Personal Data Processing Act, acts on equal rights, and the Danish Ombudsman Act.

33. Legal questions to decisions made by CBS on student matters may be brought before the science minister pursuant to rules laid down by the minister.

Amendments of bylaws

34. The decision to amend the bylaws shall require at least two thirds of the members of the Board of Directors voting in favour thereof. Detailed provisions hereof shall be set down in the rules of procedure. Any amendments of these bylaws shall be approved by the Minister, cf. s. 2(2)(ii).

Part 6

Commencement and transitional provisions

Commencement

35. The bylaws shall come into force upon the approval of the science minister.

(2) The commencement of the bylaws shall repeal the existing bylaws of Copenhagen Business School of December 2006.

Transitional rules

36. As far as election class III is concerned with regard to elections to the Board of Directors in 2008, two members of the Board of Directors shall be elected by and among the students; one of them for a period of two years

and one for a period of one year. The term of office for both shall commence in 2009.

(2) The candidate who obtains the highest number of votes shall be elected for a period of two years, cf. s. 24 and 25. The candidate who obtains the highest number of votes shall be elected for a period of two years, cf. s. 24 and 25.

Approved by the Board of Directors for Copenhagen Business School on 5 September 2008

Anders Knutsen
Chairman of the Board of Directors

Approved by the Minister for Science, Technology and Innovation on

Helge Sander
Minister

Appendix to the bylaws of CBS

Provisions for employment and termination procedures for the positions as president, university director, dean, library director, and head of department at CBS

1. General provisions for the positions (except university director and library director)

- a. The required qualifications have been laid down in the University Act.
- b. The academic and managerial legitimacy shall be ensured by organisation of the employment procedure including the composition of the appointments committee in such a way that general acceptance of the recommendation of employment by the committee may be expected at CBS.
- c. As documentation that an applicant fulfils the requirements of the University Act to be a recognised researcher within one of the disciplines of CBS, it shall be taken into account that the applicant shall have conducted research at an academic level for a number of years. The applicant shall have been assessed as qualified by an expert committee in an application for an associate professorship at a university, a senior researcher position at a governmental research institution or in a position on a corresponding level at a foreign research institution.
- d. If a potential candidate has not been accepted by such academic assessment, the Board of Directors or the president, respectively, shall set up a committee to be composed as an assessment committee with the purpose of assessing whether the academic activities and production of the applicant qualifies the applicant as a recognised researcher. If the Board of Directors or the appointments committee, respectively, has the same competence as an assessment committee, the Board of Directors or the appointments committee shall be entitled to perform the assessment itself.
- e. In so far as an applicant is excluded from fulfilling the requirements beforehand due to lack of academic activity and production, an expert assessment shall not be necessary.

2. President

- a. The president shall be employed and discharged by the Board of Directors, cf. s. 10(7) of the University Act and s. 2(2)(iv) of these bylaws.
- b. The job advertisement and the job description shall be approved by the Board of Directors, which shall determine the publication of the advertisement pursuant to statutory provisions. The position shall be advertised in Denmark and abroad.
- c. The Board of Directors shall determine the terms of employment in view of statutory provisions.
- d. The Board of Directors shall from among its members appoint an appointments committee consisting of the chairman and another external member and representatives

of the academic and technical-administrative staff and the students.

- e. The appointments committee shall assess the qualifications of the applicants, conduct interviews with selected applicants and recommend to the Board of Directors who shall be appointed as president.
- f. The Board of Directors shall be entitled to terminate the employment of the president, cf. s. 10(7) of the University Act and s. 2(2)(iv) of these bylaws and in accordance with standard rules of employment and contract.

3. University director

- a. The university director shall be employed and discharged by the Board of Directors on the recommendation of the president, cf. s. 14(3) of the University Act and s. 2(2)(iv) of these bylaws.
- b. Job advertisement and job description shall be approved by the Board of Directors on the recommendation of the president, and the Board of Directors shall determine the publication of the advertisement pursuant to statutory provisions.
- c. The Board of Directors shall on the recommendation of the president determine the terms of employment in view of statutory provisions.
- d. The Board of Directors shall on the recommendation of the president appoint an employment committee with representatives of external members, the academic and technical-administrative staff and the students.
- e. The employment committee shall assess the qualifications of the applicants, conduct interviews with selected applicants and recommend to the president who shall be appointed as university director.
- f. The Board of Directors shall be entitled to terminate the employment of the university director on the recommendation of the president, cf. s. 14(3) of the University Act and s. 2(2)(iv) of these bylaws and in accordance with standard rules of employment and contract.

4. Deans

- a. Deans shall be employed and discharged by the president, cf. s. 6(3)(ii) of these bylaws.
- b. The president shall prepare the job advertisement and the job description and determine the publication of the advertisement pursuant to statutory provisions.
- c. The president shall determine the terms of employment in view of statutory provisions.
- d. The president shall appoint an appointments committee consisting of the president, representatives of the academic and technical-administrative staff, the students, and the university director.
- e. The appointments committee shall assess the qualifications of the applicants, conduct interviews with selected applicants and recommend to the president who shall be appointed as dean.

- f. The president shall be entitled to terminate the employment of the dean, cf. s. 6(3)(ii) of these bylaws and in accordance with standard rules of employment and contract.

5. Library director

- a. The library director shall be employed and discharged by the president, cf. s. 6(3)(ii) of these bylaws.
- b. The president shall prepare the job advertisement and the job description and determine the publication of the advertisement pursuant to statutory provisions.
- c. The president shall determine the terms of employment in view of statutory provisions.
- d. The president shall set up an appointments committee consisting of the president, representatives of the library staff and the university director.
- e. The appointments committee shall assess the qualifications of the applicants, conduct interviews with selected applicants and recommend to the president who shall be appointed as library director.
- f. The president shall be entitled to terminate the employment of the library director, cf. s. 6(3)(ii) of these bylaws and in accordance with standard rules of employment and contract.

6. Heads of department

- a. The heads of department shall be employed and discharged by the president, cf. s. 16(3), cf. (10) of the University Act and s. 6(4)(i) of these bylaws.
- b. The president shall prepare the job advertisement and the job description and determine the publication of the advertisement pursuant to statutory provisions.
- c. The President shall determine the terms of employment in view of statutory provisions.
- d. The President shall set up an appointments committee consisting of representatives of the academic and technical-administrative staff of the department and a student representative from the Academic Council.
- e. The appointments committee shall assess the qualifications of the applicants, conduct interviews with selected applicants and recommend to the president who shall be appointed as head of department.
- f. The president shall be entitled to terminate the employment of the head of department, cf. s. 16(3), cf. (10) of the University Act and s. 6(4)(i) of these bylaws and in accordance with standard rules of employment and contract.