

Catalogue for negotiation of salary supplements for academic staff appointed under collective agreements at Aarhus BSS

Dated 26 June 2012

(revised in January 2019)

This is a translation of an original document in Danish. In case of discrepancy, the Danish version takes precedence.

Introduction

The salary agreement catalogue for Aarhus BSS, Aarhus University comprises academic staff who are covered by a collective agreement and whose salary and employment terms are regulated by the collective agreement with the Danish Confederation of Professional Associations (*AC-overenskomsten*) and the job structure for academic staff at universities. The agreement does not comprise employees employed under the job structure for the Bachelor's degree programme in Engineering and the export engineer degree programme.

Aarhus BSS wishes to use salary as a strategic tool to support the recruitment, motivation and retention of highly qualified academic staff who contribute to meeting the objectives of the school's strategy. As part of the incentive structure, the catalogue is to ensure that the local salary formation is based on known and transparent criteria.

The salary agreement catalogue builds on the principles of '*Ny løn*' (the new salary pool) regarding increased decentralisation and individualisation of local salary formation. Salary is negotiated at the individual departments and is based on the employee's competences, qualifications and responsibilities. The catalogue sets out the framework for dialogue and negotiation between management representatives, employee representatives and the trade unions authorised to negotiate.

The Collective Agreement with the Danish Confederation of Professional Associations (*AC-overenskomsten*) lays down a centrally specified annual base salary and any position-related supplements linked to the individual academic positions. Upon negotiation, the centrally specified salary may be supplemented with locally agreed supplements. The criteria for negotiation and the granting of the following supplements are described in this salary agreement catalogue.

The salary agreement catalogue sets out the criteria and amounts for the following types of supplements:

- **Qualifications supplements** are granted to employees who perform special and defined teaching, research and knowledge dissemination activities in addition to their normal duties. Supplements for qualifications are pensionable and paid monthly in arrears together with the employee's pay.
- **Supplements for responsibilities** are granted to employees with specific responsibilities entitling them to such supplement under this agreement. Supplements for responsibilities are pensionable and paid monthly in arrears together with the employee's pay.

Furthermore, employees may be granted **one-off bonus** for extraordinary efforts that contribute to achieving the strategy of the school and thus the individual departments. The bonus is not pensionable and is usually paid once a year in connection with the annual salary negotiations.

The amounts stated in the salary agreement catalogue specify a framework within which the head of department is authorised to negotiate. Within the framework of the specified limits, the head of department may negotiate supplements as either one or several small sums or as an aggregate amount.

Within the principles and framework of the salary agreement catalogue, local agreements describing the local granting criteria in further detail may be concluded at department level.

The figures in the salary agreement catalogue are stated at the level as of 31 March 2012.

Appendix 1 specifies the salary package for the individual job categories, cf. the Collective Agreement with the Danish Confederation of Professional Associations (*AC-overenskomsten*).

Appendix 2 outlines the salary negotiation process at Aarhus BSS.
Appendix 3 contains graphs illustrating the current salary levels at Aarhus BSS.

Contents

- Introduction..... 2**
- Supplements 5**
 - 1. Supplements for qualifications: Criteria and sizes 5
 - 1.1. *Research assistant*5
 - 1.2. *Assistant professor/postdoc*.....6
 - 1.3. *Associate professor/senior researcher*.....6
 - 1.4. *Professorships with special responsibilities (MSO professorships) and temporary ordinary professorships*.....7
 - 1.5. *Professor*.....8
 - 1.6. *Special temporary supplement (M supplement)*.....9
 - 2. Supplements for responsibilities: Criteria and sizes..... 10
 - 2.1. *Deputy head of department*.....10
 - 2.2. *Centre director*.....10
 - 2.3. *Head of section*10
 - 2.4. *Chairman of the board of studies*11
 - 2.5. *Director of studies*.....11
 - 2.6. *Programme coordinator*.....12
 - 2.7. *Chairman of PhD field committee*13
 - 2.8. *Union representatives*13
 - 2.9. *Other supplements for responsibilities*.....13
- One-off bonuses 14**
- Determining and negotiating salary for new employees..... 14**
- Entry into force 15**
 - 1. Salary structure 16
 - 2. Negotiation procedure for the annual salary negotiations 18
 - 3. Figures showing current pay levels 19

Supplements

In the catalogue, all supplements for qualifications and responsibilities in are stated as annual base amounts following the level agreed on 31 March 2012. Supplements for qualifications and responsibilities are pensionable and paid monthly in arrears together with the employee's pay.

The size of the supplements for qualifications and responsibilities may vary within the amount specified. Within the framework of the specified limits, supplements may be negotiated as either one or several small sums or as an aggregate amount.

1. Supplements for qualifications: Criteria and sizes

Supplements for qualifications are granted based on a special, defined qualitative and quantitative contribution to research and education that supports the school's overall strategy, including the strategies of the individual departments.¹

In order to be considered for a supplement for qualifications, the employee must also demonstrate his/her commitment and ability to handle organisational and administrative tasks. Furthermore, employees who may be considered for the supplement must also be able to cooperate with their colleagues in a way that contributes to the continued development of the academic environment at the department and the school.

Research activities comprise peer-reviewed written work such as articles in journals and collections, notes and comments in journals, books/proceedings and conference papers as well as book editing. Written work that has not been subject to an actual peer review, but stands out because of its communicativeness or inclusion into commission reports etc. will also qualify for the supplement.

Educational activities include teaching and student guidance at BA/BSc, MA/MSc and PhD level, the establishment of new teaching areas and subjects, and the development of teaching methods. Supplements for qualifications may also be awarded for formal authorisation and specialist approvals.

Employees lose their supplements for qualifications when changing to a new job category as they are then entitled to new pay negotiations. Supplements for qualifications are generally permanent unless otherwise agreed.

1.1. Research assistant

In addition to the position-related supplement of DKK 37,200 annually, assistant professors may be granted the supplement for qualifications described below.

Criteria	Amount
The supplement may be granted to research assistants who have made a special contribution and whose work is characterised by excellence. The supplement is granted for an extraordinary performance during the employment period.	The supplement may be paid out in smaller sums of DKK 5,000 <u>up to</u> a total of DKK 20,000.

¹ Read more about the negotiation procedure in appendix 2.

1.2. Assistant professor/postdoc

In addition to the position-related supplement of DKK 49,300 annually, assistant professors may be granted the supplement for qualifications described below.

Criteria	Amount
The supplement may be granted to assistant professors/postdocs who have made a special contribution and whose work is characterised by excellence or who demonstrate a continued academic development over a number of years.	The supplement may be paid out in smaller sums of DKK 5,000 <u>up to</u> a total of DKK 25,000.

1.3. Associate professor/senior researcher

In addition to the position-related supplements of DKK 89,100 a year, associate professors/senior researchers may be granted the following types of supplements for qualifications: Associate professor A, B and C supplement. In addition, a temporary supplement (M supplement) may be granted.

The purpose of granting supplements for qualifications is to retain qualified associate professors and to provide an incentive for the continued development of the employee's research and teaching as well as administrative qualifications and competences.

To progress from A supplements to B supplements, the A supplement framework must have been fully utilised. Likewise, the B supplement amount must be fully utilised before a C supplement can be granted. It is possible to grant several supplements simultaneously.

Associate professor A supplement

Criteria	Amount
The associate professor A supplement may be granted to associate professors whose research, educational and/or knowledge sharing activities have a scope and quality that at least corresponds to the performance required for awarding the associate professorship. Furthermore, it is a condition that the employee's performance with regard to dissemination and administrative duties is and has been adequate.	The supplement may be granted as an aggregate amount or as smaller sums of a minimum of DKK 10,000. A total supplement of <u>up to</u> DKK 45,000 may be granted.

Associate professor B supplement

Criteria	Amount
The associate professor B supplement may be granted to associate professors who contribute to the field of research, educational and/or knowledge sharing. The contribution must demonstrate a continued academic development that exceed the performance required for awarding the A supplement.	The supplement may be granted as an aggregate amount or as smaller sums of a minimum of DKK 10,000. A total amount of <u>up to</u> DKK 55,000 may be granted.

Furthermore, it is a condition that the employee is doing his/her share of the administrative work and has done so for some time.	
---	--

Associate professor C supplement

Criteria	Amount
<p>The associate professor C supplement may be granted to associate professors whose research, educational and knowledge sharing activities have a scope and quality that significantly exceed the performance required for awarding the associate professorship and thus what is normally expected of associate professors at Aarhus BSS.</p> <p>Examples:</p> <ul style="list-style-type: none"> • Several research publications of a particularly high quality • Development of new teaching activities • Attraction of external research funding • Innovation within the field of knowledge sharing. <p>An associate professor who has been qualified as full professor or has obtained a doctoral degree that meets the requirements set by Aarhus University may also qualify for an associate professor C supplement.</p>	<p>The supplement may be granted as an aggregate amount or as smaller sums of a minimum of DKK 10,000. A total supplement of <u>up to</u> DKK 45,000 may be granted.</p>

1.4. Professorships with special responsibilities (MSO professorships) and temporary ordinary professorships

According to the school's professorship policy, temporary MSO professorships and temporary ordinary professorships may be advertised in exceptional cases.

A professor MSO is paid a base salary according to the base salary scale set under the collective agreement with the Danish Confederation of Professional Associations. In addition, a pensionable salary supplement is granted under the job structure. At Aarhus BSS, a supplement of DKK 230,000 has been agreed. A professor MSO is paid such that the total net pay is more or less on a par with that of a professor in salary grade 37 (incl. DKK 60,000 of the professor A supplement). No further supplements for qualifications can be granted to a professor MSO.

Professors MSO are employed and remunerated as associate professors after the end of their employment period, and the special responsibility supplement will cease.

A professor employed on a fixed-term contract is placed in salary grade 37. In addition, he or she receives DKK 60,000 of the professor A supplement.

Employees in ordinary, fixed-term professorships who by agreement revert to an associate professorship when their employment period expires are placed in the base pay scale set under the

collective agreement with the Danish Confederation of Professional Associations on expiry of the employment period.

On reverting to an associate professorship, supplements are negotiated locally, but associate professor A, B and C supplements are guaranteed.

1.5. Professor

Professors are placed in salary grade 37. Professors may be granted the following types of supplements for qualifications: Professor A, B and C supplements. In addition, a special temporary supplement (M supplement) may be granted.

Professor A supplement

Criteria	Amount
<p>The professor A supplement is granted to professors in connection with their appointment (the first portion) and within the first years of their employment in a typical career track (second portion).</p> <p>The second portion of the professor A supplement may be granted to professors who contribute to research, educational and knowledge sharing activities and who demonstrate continued professional development that exceeds the conditions for awarding the professorship.</p>	<p>The supplement may be paid out in two portions. The first portion amounts to DKK 60,000 and the second portion to DKK 15,000. The total A supplement thus amounts to DKK 75,000.</p>

Professor B supplement

Criteria	Amount
<p>The professor B supplement may be granted to professors whose research, educational and knowledge sharing activities have a scope and quality that over a period of several years demonstrate substantial professional development exceeding the conditions for awarding the professorship.</p>	<p>The supplement may be granted as an aggregate amount or as smaller sums of a minimum of DKK 10,000. A total amount of <u>up to</u> DKK 30,000 may be granted.</p>

Professor C supplement

Criteria	Amount
<p>The professor C supplement may be granted to professors whose research, educational and knowledge sharing activities significantly exceed the performance required for awarding the professorship and thus what is normally expected of professors at Aarhus BSS.</p> <p>Examples:</p>	<p>The supplement may be granted as an aggregate amount or as smaller sums of a minimum of DKK 15,000. A total amount of <u>up to</u> DKK 50,000 may be granted.</p>

<ul style="list-style-type: none"> • Several research publications of a particularly high quality • Development of new teaching activities • Attraction of external research funding • Innovation within the field of knowledge sharing. 	
--	--

1.6. Special temporary supplement (M supplement)

Criteria	Amount
<p>In exceptional cases, an M supplement may be granted to individual employees at associate professor and professor level who are making a documented and extraordinary contribution within research, education and dissemination.</p> <p>The supplement is granted based on an individual assessment, which is based on the employee's personal statement and the head of department's recommendation.</p> <p>Granting is based on the head of department's recommendation to the dean.</p>	<p>The supplement may be granted as an aggregate amount or as smaller sums of a minimum of DKK 25,000. A total amount of <u>up to</u> DKK 100,000 may be granted.</p> <p>In exceptional cases, deviations from the maximum amount may be allowed.</p> <p>The supplement is temporary and may be granted for a maximum of four years. The supplement ceases without further notice at the expiry of the period.</p>

2. Supplements for responsibilities: Criteria and sizes

Supplements for responsibilities are granted to employees with responsibilities entitling them to such supplement under a specific agreement. Supplements for responsibilities are granted to the extent that the responsibilities do not already result in supplements under current regulations, including central collective agreements, circulars etc.

The supplement for responsibilities is only granted as long as the responsibilities are undertaken. It ceases without further notice when the responsibilities end, although no later than on the agreed end date.

2.1. Deputy head of department

Criteria/description of responsibilities	Amount
<p>A supplement for responsibilities is granted for undertaking the duty of deputy head of department.</p> <p>Granting of the supplement is based on the head of department's recommendation to the dean.</p>	<p>The size of the supplement is determined based on an individual assessment where emphasis is placed on the employee's specific tasks.</p> <p>The size of the supplement is negotiated with the dean.</p>

2.2. Centre director

Criteria/description of responsibilities	Amount
<p>A supplement for responsibilities can be granted for undertaking the function of centre director. The supplement is granted based on individual assessment.</p> <p>The head of department is responsible for delegating the day-to-day/academic management of larger centres.</p> <p>The dean approves the establishment of centres and appointment of centre directors upon recommendation from the head of department. A specific list describing the responsibilities of the centre director is included in the recommendation.</p>	<p>The size of the supplement is determined based on the extent of the responsibilities. Emphasis may be placed on finances, external grants and the extent of staff management (e.g. staff development dialogues) and the extent of administrative tasks.</p> <p>Granted supplements and the size of the supplement are negotiated with the dean.</p>

2.3. Head of section

Criteria/description of responsibilities	Amount
<p>A supplement for responsibilities is granted for undertaking the function of head of section.</p>	<p>The size of the supplement is determined following an individual assessment, which may emphasise the scope and breadth of the teaching/research group.</p>

<p>The dean approves heads of sections upon recommendation from the head of department.</p> <p>The head of section reports to the head of department.</p> <p>The function involves academic management responsibility for a teaching group or a research unit in accordance with the structure of the individual departments.</p> <p>The head of section handles a number of defined administrative tasks at department level, which are specifically agreed with the head of department. These include academic and administrative tasks, staff development dialogues, etc. at department level.</p>	<p>The supplement may be granted as an aggregate amount or as smaller sums of a minimum of DKK 20,000. A total amount of <u>up to</u> DKK 60,000 may be granted.</p>
---	--

2.4. Chairman of the board of studies

Criteria/description of responsibilities	Amount
<p>A supplement for responsibilities is granted for undertaking the function of chairman of the academic boards of studies or of the Aarhus BSS School Board of Studies.</p> <p>The chairman of the board of studies manages and coordinates the work of the board of studies in relation to developing and ensuring the quality and relevance of the degree programmes and the teaching. He or she is in continuous dialogue with the head of department and the director of studies.</p>	<p>DKK 25,000.</p>

2.5. Director of studies

Criteria/description of responsibilities	Amount
<p>A supplement for responsibilities is granted for undertaking the function of director of studies for full-time degree programmes or continuing education programmes at Aarhus BSS.</p>	<p>The size of the supplement is based on the rates stated in the collective agreement ³, which means that the supplement depends on the number of student FTEs.</p>

³ Please refer to the Circular on the collective agreement for academics and circular Appendix 6: "Oversigt over tillæg og særbestemmelser".

<p>The dean appoints and dismisses directors of studies on the recommendation of the board(s) of studies in question.²</p> <p>The director of studies reports to the department management team and the vice-dean for education.</p> <p>Together with the board of studies, the director of studies is - among other things - responsible for formulating and developing the degree programme's pedagogical and academic vision as well as for assuring the quality of the degree programme in accordance with the university's quality assurance policy and administrative practice. The director of studies' additional responsibilities, shared responsibilities and specific tasks are listed in the school's description of functions for the directors of studies and are agreed upon with the head of department.</p> <p>The director of studies also contributes to the day-to-day running of the department with regards to other tasks. Efforts should be made to ensure that all directors of studies, as part of their duties, teach regularly on the degree programme.</p> <p>In connection with the termination of this function, an agreement is made on how the updating of subject-specific knowledge is to take place. This may, for example, result in a period with no teaching commitments pending the updating of subject-specific knowledge.</p>	<p>At Aarhus BSS, the following supplements may be granted:</p> <p>Directors of studies (full-time programmes)</p> <p>More than 1.200 student FTEs DKK 87,300</p> <p>600 - 1,199 student FTEs DKK 61,100</p> <p>Up to 599 student FTEs: DKK 46,100</p> <p>Directors of studies (continuing education)</p> <p>Director of studies in the field of continuing education who are responsible for programmes with admission every other year are granted DKK 25,000.</p> <p>Director of studies in the field of continuing education who are responsible for programmes with admission every year are granted DKK 45,000.</p> <p>Directors of studies who perform this function on behalf of several departments are granted a supplement by the department at which they are employed.</p>
--	---

2.6. Programme coordinator

Criteria/description of responsibilities	Amount
A supplement for responsibilities is granted for undertaking the function of programme coordinator.	The size of the supplement is determined based on the number of courses and is adjusted in smaller portions of DKK 5,000. A total amount of <u>up to</u> DKK 20,000 may be granted.

² Reference is made to a memorandum on the practice of nominating and appointing directors of studies at Aarhus BSS.

<p>The head of department defines the number of programme coordinators at the department as well as the content and scope of tasks.</p> <p>The programme coordinator reports to the head of department.</p> <p>The programme coordinator handles coordination/administrative tasks in relation to specific programmes at the department and supports the director of studies.</p>	
---	--

2.7. Chairman of PhD field committee

Criteria/description of responsibilities	Amount
A supplement for responsibilities is granted for undertaking the responsibilities of chairman of the PhD field committee.	DKK 25,000.

2.8. Union representatives

Reference is made to AU's framework agreement on the award of supplements for responsibilities for union representatives.

2.9. Other supplements for responsibilities

An individual supplement may be granted on account of extraordinary responsibilities that exceed the normal scope and responsibilities of the position and where no supplement for qualifications has already been granted as a result of the special contribution.

The granting of such supplements that are not mentioned in the salary agreement catalogue requires approval from the dean.

One-off bonuses

One-off bonuses may be granted for extraordinary contributions within research, teaching, knowledge dissemination or administrative task handling. The criterion for the bonus is that the contribution must contribute to fulfilling Aarhus BSS' strategy and goals in an extraordinary manner. The one-off bonus is granted following an individual assessment. Agreements on bonuses may be concluded upon negotiation.

For example, a one-off bonus may be granted on account of the employee having secured external funding.

The amount is stated at the current level, and the one-off bonus is not pensionable.

Determining and negotiating salary for new employees

The dean authorises the head of department to determine and negotiate salary within the applicable central agreements and the framework laid down by the salary agreement catalogue. HR assists in the salary determination and negotiation that take place between the manager authorised to negotiate and the union representative/executive pay negotiator⁴.

Supplements for responsibilities may be associated with certain positions, see the section on supplements for responsibilities.

In special cases and where necessitated by the labour market situation, special personal supplements may be agreed with a view to ensuring recruitment. The supplement is granted based on an individual assessment. Supplements awarded in connection with the recruitment of a new employee are negotiated with the union representative before the employment contract is signed.

⁴ Professors have the authority to negotiate pay on their own behalf.

Entry into force

The salary agreement catalogue comprises academic staff at Aarhus BSS who are covered by a collective agreement and whose salary and employment terms are regulated by the collective agreement with the Danish Confederation of Professional Associations (*AC-overenskomsten*) and the job structure for academic staff at universities.

The agreement comes into force when signed by the parties and applies to supplements that are negotiated as of 1 April 2019 until it is amended due to the conclusion of a new agreement or terminated at three months' notice by either party.

Aarhus, 31 January 2019

Thomas Pallesen
Dean
Aarhus BSS
Aarhus University

Mimi Mehlsen
Joint AC union representative
Aarhus BSS
Aarhus University

Bjarne Rerup Schlichter
AC union representative
Aarhus BSS
Aarhus University

Caroline Adolphsen
AC union and joint AC union representative (alternate)
Aarhus BSS
Aarhus University

1. Salary structure

The net salary for members of academic staff consists of:

- Base salary under the collective agreement with the Danish Confederation of Professional Associations (*AC-overenskomsten*): scale 4 (two-year), scale 5, scale 6 and scale 8.
- Position-related supplements fixed in collective agreements, see the job structure.
- Any supplements for qualifications according to the salary agreement catalogue
- Any supplements for responsibilities according to the salary agreement catalogue (not indicated below).

Research assistants

Position	Base salary scale	Position-related supplement	Supplement for qualifications
Research assistant	Scale 4 (lowest)	DKK 37,200	Up to DKK 20,000
Research assistant	Scale 8 (highest)	DKK 37,200	

Postdocs and assistant professors

Position	Base salary scale	Position-related supplement	Supplement for qualifications
Postdoc/assistant professor	Scale 6 (lowest)	DKK 49,300	Up to DKK 25,000
Postdoc/assistant professor	Scale 8 (highest)	DKK 49,300	

Associate professors/senior researchers

Position	Base salary scale	Position-related supplement	Supplement for qualifications
Associate professor A	Scale 8	DKK 89,100	Associate professor A of up to DKK 45,000
Associate professor B	Scale 8	DKK 89,100	Associate professor A of DKK 45,000+ Associate professor B of up to DKK 55,000

Associate professor C	Scale 8	DKK 89,100	Associate professor A of DKK 45,000+ Associate professor B of DKK 55,000+ Associate professor C of up to DKK 45,000
-----------------------	---------	------------	---

Professor MSO

Position	Base salary	Position-related supplements and supplements for qualifications
Professor MSO	Scale 8	MSO supplement of DKK 230,000

Professor

Position	Salary grade	Supplement for qualifications
Professor A	37	Supplement A of <u>up to</u> DKK 75,000
Professor B	37	A supplement of DKK 75,000+ B supplement of <u>up to</u> DKK 30,000
Professor C	37	A supplement of DKK 75,000+ B supplement of DKK 30,000+ C supplement of <u>up to</u> DKK 50,000

2. Negotiation procedure for the annual salary negotiations

The dean authorises the head of department to negotiate on behalf of the management within the framework of the catalogue for all the department's employees. HR assists the head of department in the negotiations.

Salary is negotiated once a year	Prior to the negotiations, relevant material will be distributed to the relevant manager and the union representatives authorised to negotiate.
Faculty Liaison Committee (FSU)/Local Liaison Committee (LSU) are informed prior to the salary negotiations	To ensure a transparent process, the liaison committees are informed of the expected timetable for the negotiations. In addition, local criteria for the award of supplements may be discussed, including priority focus areas.
Each department organises its own negotiation process	The best possible coherence must be ensured between financial and HR responsibilities, including coherence between pay formation and fulfilment of the department's objectives.
Obtaining the salary negotiation forms	Well in advance of the negotiation period, employees must submit written and well-founded salary negotiation forms.
Preparing for the negotiations	Management and the trade unions exchange information before the first negotiation meeting to enable both parties to prepare for the negotiations. Unless otherwise agreed, professors exchange information directly with their own managers.
Salary negotiations are two-way dialogues	Managers and union representatives are jointly responsible for the progress of the process and the dialogue. All proposals submitted must be negotiated.
Reason	The criteria for the awarding of supplements stated in the salary agreement catalogue specify the reason for granting or refusing to grant supplements.
Evaluation of negotiation process and results	The evaluation, which also comprises relevant statistical material and proposals for possible improvements, are subsequently discussed by FSU and LSU. HR prepares an evaluation.

3. Figures showing current pay levels

Associate Professors and Senior Researchers

Department	Min	Max	Avg.
Management	436.671	601.671	511.392
Economics and Business Economics	436.671	676.671	516.296
Law	436.671	581.271	489.030
Political Science	436.671	637.871	523.006
Psychology and Behavioural Sciences	436.671	581.671	481.473
Business Development and Technology	436.671	556.671	494.024

The numbers in this overview are based on data from 31 December 2018 and are specified at the 31 March 2012 level.

The specified salary is the total, combined salary, excluding any responsibility-supplements.

The regulating factor per 1 October 2018 is 1,074972.

The factor will be increased as specified below, in accordance with the latest collective agreement.

1 April 2019:	1.30 percent.
1 October 2019:	0.86 percent.
1 April 2020:	1.46 percent.
1 February 2021:	0.68 percent.

This appendix will be updated yearly, prior to the pay negotiations.

Please direct any inquiries in regards to the contents of this appendix to Aarhus BSS HR.

Professors and MSO Professors

Department	Min	Max	Avg.
Management	572.494	904.311	644.819
Economics and Business Economics	572.494	845.394	633.734
Law	572.494	805.694	626.414
Political Science	572.494	769.094	636.729
Psychology and Behavioural Sciences	572.494	657.494	613.271
Business Development and Technology	607.494	632.494	620.444