

Aarhus University By-laws

Laid down in accordance with Section 13 of the Danish Act on Universities (the University Act), cf. Consolidation Act no. 778 of 7 August 2019

Part 1

Status, tasks, foundation and goals

Status

Section 1.-(1) Aarhus University is a government-funded, self-governing institution under public sector administration.

Subsection (2) The City of Aarhus, Denmark, is the university's domicile and venue. The university's by-laws are approved by the Danish Agency for Higher Education and Science as mandated by the minister for higher education and science.

Tasks

Section 2. Aarhus University is responsible for conducting research and offering world-class research-based education and research-based consultancy services to public sector authorities, disseminating knowledge of scientific and scholarly methodologies and results, and exchanging knowledge and competences with society at large.

Foundation

Section 3.-(1) Aarhus University rests on the working partnership between academic disciplines that is characteristic of universities within the European university tradition with a full range of university subjects and research areas.

Subsection (2) Aarhus University bases its activities on the principles expressed in the Magna Charta of the European Universities, including independence, freedom of research, teaching and education, the mutual exchange of knowledge, cultural collaboration, and research-based teaching.

Subsection (3) Aarhus University respects research ethics, including the requirement of incorruptibility and reliability, openness to criticism and the repeated testing of research achievements and results.

Subsection (4) True to the history of its establishment, Aarhus University is committed to contributing to developments within its region and local community.

Goals

Section 4. Aarhus University's activities must have a high academic standard, whether this is measured by national or international standards. Aarhus University's graduates must be characterised by quality and employability in Denmark and abroad, and the university's research must make its mark in international academic debate and in international research cooperation in general.

Subsection 2. Aarhus University will develop science and scholarship and contribute critically to increased knowledge, unbound by prevailing academic and societal preconceptions. For its researchers, Aarhus University will therefore create conditions that promote creativity and a critical attitude towards preconceptions and viewpoints which, in both research and in the rest of society, are accepted as established truths.

Subsection 3. Through its research and degree programmes, Aarhus University will help to promote development, growth and prosperity. Aarhus University will therefore seek to ensure that its degree programmes, research and exchange of knowledge with other areas of society contribute significantly to society's development.

Subsection 4. Aarhus University will be a significant cultural factor in a broader societal context. Through education, research and cooperation, Aarhus University will therefore promote the vibrancy and diversity of cultural life.

Part 2 ***Organisation***

The board, the rector and the senior management team

Section 5. The board is the supreme authority of the university.

Subsection 2. The rector is responsible for the day-to-day management of the university within the framework set by the board.

Subsection 3. The rector, the pro-rector(s), the university director and the deans together form the senior management team, which, as guided by the rector, undertakes the university's operation and the implementation of the university's strategy and goals.

Faculties

Section 6. The university is divided into faculties, each of which is headed by a dean. The board determines the division into faculties. A faculty can also be termed a school.

Departments and schools

Section 7. Each faculty has a number of departments (at Health, Science and Technology and Aarhus BSS)/schools(at Arts), whose main tasks are research, teaching and knowledge exchange. The board determines the division into departments/schools. Each department or school is led by a head of school/department.

Schools

Section 8. A faculty may establish schools that are organisationally located at department level and whose main tasks are teaching and development. Each school is headed by a head of school or director.

Centres

Section 9. Centres may be established as organisational units with special tasks within certain fields of research, teaching or dissemination. Centres may have a department-like character, in which the centre director has equivalent authority to a department head.

Academic councils

Section 10. At each faculty, an academic council is appointed to ensure the faculty's academic freedom and its co-determination and involvement in academic matters.

Employer panels

Section 11. For each faculty, one or more employer panels are established, to ensure dialogue between the university and employers concerning the quality and relevance of the degree programmes for society.

Graduate schools and PhD committees

Section 12. At each faculty, one or more graduate schools are established, where the PhD programmes are offered. For each school, a PhD committee is established, to ensure that the students and academic staff have an influence on the PhD degree programme.

Boards of studies

Section 13. A number of boards of studies are appointed which, in cooperation with the director of studies, ensure the organisation, implementation and development of degree programmes and teaching. In this connection, the board of studies must ensure the students' and academic staff's co-determination and involvement in degree programmes and teaching.

Part 3 ***The board***

Composition and requirements of members

14.-(1) The Board consists of a total of eleven members.

- Six members are external, including the chair.
- Two members are elected by and from among the academic staff.
- One member is elected by and from among the university's technical-administrative staff
- Two members are elected by and from among the university's full-time students.

Subsection (2) The members of the board must as a group have experience with, and insight into, research, research-based education, public sector consultancy, knowledge dissemination, knowledge exchange, and the other tasks of the university, in accordance with Section 2(4) of the University Act, in order to be able to undertake the management of the university at a general and strategic level.

Subsection (3) Furthermore, the appointed members must as a group possess relevant international experience in the areas of management, organisation and finance, including the evaluation of budgets and accounts. The members must hold a Master's degree or an equivalent level of education, and at least one member must have experience as a recognised researcher. The chair of the board must have experience with the strategic management of a large company or organisation and significant insight into societal issues.

Subsection (4) When appointing board members, an emphasis must be placed on ensuring that the members are familiar with, and respect, the Danish university tradition of autonomy, freedom of research and the involvement of scientific and scholarly expertise in society's decision-making processes.

Subsection (5) When appointing board members, an emphasis must be placed on ensuring that they will be capable of strengthening the university's legitimacy and reputation in the eyes of society through their professional networks and authority.

Appointment of external members of the board

Section 15.-(1) The external members of the board, including the chair, are appointed by an appointment body, cf. Section 16, on the recommendation of a nomination body, cf. Section 16 a. Appointment of the chair of the board must be approved by the Minister for Higher Education and Science.

Subsection (2) External members of the board are appointed on the strength of their personal qualifications.

(3) The external members of the board, including the chair of the board, are appointed for a period of four years and may be re-appointed once for a new four-year period. If a member withdraws from the board before the expiry of the term of appointment, a new member is appointed for a four-year period, in accordance with the rules for the appointment of new members.

(4) Re-appointment is performed by the appointment body and does not require prior recommendation from the nomination body. With regard to the chair of the board, the nominated re-appointment is submitted for the Minister's approval. If the appointment body decides not to re-appoint a member, the process for the nomination and appointment of a new external board member is initiated.

Subsection (5) The appointment body and the nomination body ensure that the external members fulfil the conditions laid down in Section 14(3) and Section 15(2).

Establishment of the appointment body

Section 16.-(1) The rector establishes an appointment body with ten members, of whom seven members come from business and industry, government agencies and institutions and other educational institutions etc.

Subsection (2) The appointment body consists of:

One recognised researcher, cf. Section 2, paragraph 1, of the Act on the Danish Research and Innovation Policy Council and the Independent Research Fund Denmark, from a foreign institution, with experience from international research and management at a high level, appointed by the Academic Council jointly. The person concerned must be able to take part in the appointment body's work, which is conducted in the Danish language.

One recipient of the Aarhus University distinguished alumni award, appointed by the academic councils jointly.

Three senior managers with special managerial and societal insight, from large Danish companies with highly educated employees, including two from private companies and one from a public enterprise. The senior managers from private companies are appointed in turn by the Danish Chamber of Commerce (DE), the Confederation of Danish Industry (DI), and the Danish Agriculture and Food Council (L&F) in the following manner: DE and DI appoint one member each for the first two-year period. DE and L&F appoint one member each for the next two-year period. L&F and DE appoint one member each for the next two-year period, and so on. The senior manager from a public sector institution is appointed by Local Government Denmark (LGDK).

1 member with insight into the upper secondary school sector, appointed by the Danish Association of Upper Secondary Schools.

One public top-level executive with insight into the health sector, appointed by Danish Regions.

One external member of the board, appointed by the board.

One representative of the employees, appointed by the Main Liaison Committee.

One representative of the students, appointed by the student organisation(s) represented on the board.

Subsection (3) The seven members from business and industry, government agencies and institutions and other educational institutions etc. are appointed on the strength of their personal qualifications and may not be members of the board, or be employees of, or students at, Aarhus University. The members must, in combination, reflect Aarhus University's users and the employers of its graduates and have insight into the tasks of the university, as well as insight into research, research-based education, management, organisation and finance, including the assessment of budgets and accounts.

Subsection (4) No external member of the board may be the chair of the board.

Subsection (5) The representative of the staff and the representative of the students may not be a member of the board.

Subsection (6) From among the seven members from business and industry, government agencies and institutions and other educational institutions etc., the appointment body nominates a chair. The chair must have management experience and a broad insight into societal issues. In the event of a parity of votes, the chair holds the casting vote.

Subsection (7) Members of, or candidates for, the Folketing (Parliament), regional councils, municipal councils or the European Parliament may not be appointed as external members of the appointment body.

Subsection (8) The members of the appointment body are appointed for a term of two years. The members of the appointment body may hold office in the appointment body for a consecutive period of eight years, although no more than four years in the case of the representative of the students.

Appointment of the nomination body

Section 16 a.-(1) The rector appoints a nomination body consisting of:

the chair of the board, who is also the chair of the body, cf. subsection (3), however.

One external board member, appointed by the board.

One internal board member, appointed by the board.

One representative of the Ministry of Higher Education and Science, appointed by the Ministry.

Two members appointed by the appointment body.

Subsection (2) The two members appointed by the appointment body are appointed on the strength of their personal qualifications and may not be members of the appointment body or the board, or be employed by, or a student of, the university.

Subsection (3) On appointing a new chair of the board, the chair of the board resigns from the body, and the appointment body appoints an interim chair. The interim chair is appointed on the strength of his personal qualifications and may not be a member of the appointment body or the board, or be employed by, or a student of, the university. The interim chair must have qualifications equivalent to those possessed by the the chair of the board.

Subsection (4) The nomination body is appointed as an ad-hoc body and is dissolved when the appointment body has appointed the new external board member(s) and, in the case of a new chair of the board, when the Minister has approved this appointment.

Section 16 b. After an open call, the nomination body recommends new external board members, including the chair of the board, to the nomination body. At least one candidate more than the number of vacant board positions is recommended.

Election of internal members

Section 17.-(1) The election of internal members of the board takes the form of an election between candidate lists, with the opportunity to enter into electoral pacts. Detailed rules are set out in the election rules.

Subsection (2) The representatives of the academic staff, including PhD students employed by the university, are elected by and from among the full-time employees for a term of four years.

Subsection (3) The technical-administrative staff representative is elected by and from among these staff members for a term of four years.

(4) The student representatives must be elected by and from among the full-time students for a term of two years. In connection with the 2021 election, the student representative elected in 2020 will continue to serve until the end of their term, and a new student representative will be elected for a one-year term.

(5) Members are eligible for re-election, but the total term of service may not exceed eight years.
Subsection (6) If an elected member resigns from the board during his/her term of service, and no alternate member has been elected, a new member is elected for the remainder of the term of service of the member concerned under the same rules as those which applied to the original election.

Responsibilities of the board

Section 18.-(1) The board is the highest authority of the university. The board and the chair of the board must perform the tasks stipulated in Sections 10, 11 and 13 of the University Act, in addition to Section 48(3) of these by-laws.

Subsection 2 The board must ensure the co-determination and involvement of staff and students when important decisions are taken. This is ensured by such measures as the participation of staff and students in the work of the board, academic councils and forums, PhD committees, boards of studies, liaison committees etc., cf. Part 5.

The work of the board and transparency in this regard

Section 19.-(1) Board meetings are open to the public. However, cases may be handled behind closed doors if the nature of the case concerned or the circumstances in general render this necessary. All personnel cases, cases including information about contract negotiations with private individuals or similar negotiations with public sector partners, and cases covered by legal provisions concerning confidentiality in public administration, must be handled behind closed doors.

Subsection (2) The material distributed to the board for each meeting, including agendas and minutes, must be made publicly available – subject to applicable legal provisions.

Subsection (3) Cases covered by legal provisions pertaining to confidentiality in public administration may not be made public. A document or information relating to a case that is subject to a duty of confidentiality must, however, be made publicly available in accordance with subsection (1) if the document or information is not confidential in itself.

Subsection (4) Personnel cases and cases including information about contract negotiations with private individuals or similar negotiations with public sector partners may be exempt from the requirement that documents relating to board meetings must be made publicly available if the nature of the case concerned or the circumstances in general render this necessary. A document or information relating to a case that is subject to the first sentence must, however, be made publicly available in accordance with subsection (1), unless such publication will be in strict conflict with the intentions behind the prohibition of publication stated in the first sentence.

Subsection (5) Cases, including documents and information relating to these cases, which are considered behind closed doors, cf. subsection (1), second sentence, may be exempt from the requirement that board meeting material must be made public if the nature of the case concerned or the circumstances in general render this absolutely necessary.

Subsection (6) By arrangement with the chair of the board, the rector makes information concerning the work and decisions of the board publicly available.

Subsection (7) The board adopts rules of procedure. The rules of procedure may include a procedure for the organisation of board meetings.

Part 4

Consultative bodies

Advisory boards

Section 20.-(1) On the recommendation of the dean, the rector establishes an advisory board at the faculties in cases in which this is required in order to achieve or maintain significant international

accreditations of the faculty's degree programmes, or when other aspects of the faculty's central activities make this a requirement.

Subsection (2) An advisory board must consist of external members who represent the target audience for the faculty's research, degree programmes and knowledge dissemination activities, as well as the sphere of research and education. An advisory board must include a significant proportion of members who have received their degrees from other institutions of higher learning and who have an international perspective on research, education and knowledge dissemination.

Subsection (3) The dean informs the advisory board of the faculty's development and strategy and solicits the advice of the advisory board within the following areas:

- 1) The overall strategy of the faculty.
- 2) The development of the degree programmes, including questions of supply and demand.
- 3) The quality of the research performed, with special focus on relationships with national and international research groups.
- 4) The effectiveness of knowledge exchange activities, with a special focus on the faculty's general ability to offer knowledge and insight in accordance with the conditions in and needs of the surrounding society.

Employer panels and advisory panels

Section 21.-(1) For each faculty, following a recommendation by the dean, the rector appoints one or more employer panels consisting of external members. Together, the members must have experience with, and insight into, the degree programmes and the labour market for which they prepare graduates.

Subsection (2) The university ensures dialogue between the employer panels and the university regarding the quality of its degree programmes and their relevance to society, and includes the employer panels in the development of new and existing degree programmes and the development of new methods of teaching and evaluation.

Subsection (3) The employer panels may issue statements and submit proposals to the relevant management level at the university on any matters relating to education. The employer panel must issue statements regarding all questions submitted to it by the rector or the dean.

Subsection (4) In the same way, advisory panels of employer representatives may be appointed within other areas besides education.

Part 5

Academic councils and academic forums

Academic councils

Composition

Section 22.-(1) Each faculty appoints an academic council consisting of the dean and representatives of the academic staff, including employed PhD students, and the students, cf. Section 15(4) of the University Act. Observers representing the technical-administrative staff are also elected.

Subsection (2) On the recommendation of the dean, the rector determines the size and composition of the council for the coming electoral period. An academic council has least eight and no more than 22 members excluding the dean and excluding observers representing the technical-administrative staff.

Subsection (3) It must be ensured that academic councils have two representatives of the PhD students. Employed PhD students are members of academic staff, while non-employed PhD students belong to the group of students.

Subsection (4) When the size and composition of an academic council is to be decided, efforts must be made to ensure that academic staff, including employed PhD students, are broadly represented and that as far as possible all departments/schools are represented.

Subsection (5) The number of representatives of the students accounts for 25 per cent of the number of academic staff, including employed PhD students, and including the dean. If the calculated number is a fraction, it is rounded up to the next whole number. If special representation areas are established for non-employed PhD students, these representatives are not to be included in the 25 per cent.

Subsection (6) Three academic council observers are elected by and from among the technical-administrative staff.

Subsection (7) Representatives of the academic staff and observers from the technical-administrative staff are elected for four-year terms. However, employed PhD students representing the academic staff are elected for two-year terms. Student representatives are elected for one-year terms.

Tasks

Section 23.-(1) Academic councils have the following tasks:

- 1) Ensuring the development of ideas, quality, transparency and legitimacy in all decisions concerning academic issues.
- 2) Participation in the appointment of members of the appointment body, cf. Section 16(2), and participation in the recommendation of members of advisory groups in connection with the appointment of the rector, pro-rector, deans and vice-deans. Appointment and recommendation at university level takes place through the academic councils' chairmanship assembly.
- 3) Appointment of members of the university's interdisciplinary advisory forums, cf. Section 35(3).
- 4) Advising the dean on budgetary priorities.
- 5) Making statements to the dean concerning the internal distribution of grants.
- 6) Making statements to the dean on key strategic research questions and educational areas, and plans for knowledge exchange.
- 7) Making recommendations to the dean on the composition of expert committees to assess applicants for academic positions.
- 8) Awarding PhD and higher doctoral degrees.

Subsection (2) Through continuous and timely involvement, the dean ensures co-determination in respect of academic issues in a broad sense. The dean must therefore discuss important issues within research, talent development, knowledge exchange and education with the academic council.

Subsection (3) Academic councils may make statements on all academic issues of substantial relevance to the activities of the university, and have a duty to discuss academic matters presented by the rector or dean for their consideration.

Subsection (4) The academic council has the right to make statements to the senior management team.

Operating procedures

Section 24.-(1) The academic council elects a chair from among the members elected as representatives of the academic staff. The dean may not be elected as chair. The chair leads meetings and is responsible for drawing up the agenda in cooperation with the dean.

Subsection (2) Together with the chair, the dean prepares an agenda for the meetings.

Subsection (3) The chair and the dean are responsible for drawing up an annual schedule and a plan for regular meetings to ensure that all relevant issues are discussed as planned and in due time. The annual schedule should include such topics as the faculty's strategy, thematic discussion of issues of principle, budget, employment and recruitment policy, and professorship policy.

Subsection (4) Academic councils normally hold six, and at least four, meetings per year.

Subsection (5) The vice-deans attend the academic councils' meetings as required.

Academic advising at university level

Section 25.-(1) The chairs of the academic councils form a chairmanship assembly.

Subsection (2) The chairmanship assembly holds meetings with the senior management team once or twice a year, at which the chairs submit a comprehensive report on the work of the academic councils during the preceding period, and at which the senior management team informs the chairs of matters of interest to the academic councils, in particular concerning upcoming initiatives.

Subsection (3) The senior management team may involve the chairmanship assembly in the discussion of specific cases.

Subsection (4) The senior management team may request the chairmanship assembly to give advice in appointment cases.

Subsection (5) The chairmanship assembly may act as the voice of the academic councils and hold regular meetings with the senior management team, cf. subsection (2).

Subsection (6) The chairs have a duty to inform the academic councils of the discussions in the chairmanship assembly.

Subsection (7) Once a year, in conjunction with an ordinary meeting, the board invites the senior management team and the chairs of the academic councils to report on the work of the academic councils.

Department/school forums

Composition

Section 26.-(1) Each department/school appoints a department/school forum consisting of the head of department/school, as well as representatives of the academic staff, including employed PhD students, the technical-administrative staff and the students.

Subsection (2) The head of department/school determines the size and structure of the department/school forum, as well as the term of office of the elected members. The forum must be of a size which enables it to function in practice. A department /school forum may have no more than 25 members.

Subsection (3) The composition of the department/school forum must take account of the size, composition and diversity of the department or school, and it must be ensured that the academic staff, PhD students, technical-administrative staff and students are appropriately represented.

Subsection (4) The dean approves the size and structure of the department/school forum, as well as the term of office of the elected members.

Subsection (5) Representatives of staff and students are elected in local elections.

Tasks

Section 27.-(1) A department/school forum has the following tasks:

- 1) Ensuring the development of ideas, quality, transparency and legitimacy in all decisions concerning academic issues.
- 2) Ensuring the department's/school's academic and social identity and cohesiveness.

Subsection (2) Through continuous and timely involvement, the head of department/ school must ensure co-determination in respect of academic issues in a broad sense. The head of department/school must therefore discuss important issues within research, talent fostering, knowledge exchange and education with the department forum.

Subsection (3) The department forum may make statements concerning all academic issues of substantial relevance to the activities of the department/school, and has a duty to discuss the academic issues presented by the dean or the head of department/school for its consideration.

Subsection (4) The department forum has the right to make statements to the dean.

Operating procedures

Section 28.-(1) The department forum elects a chair and a vice-chair from among the representatives of the academic staff, including the head of department/school.

Subsection (2) The chair leads and is responsible for convening meetings and for the agenda, in cooperation with the vice-chair.

Subsection (3) The chair and the vice-chair are responsible for drawing up an annual schedule and a plan for regular meetings, to ensure that all relevant issues are discussed as planned and in due time. The annual schedule should include such topics as the department/ school's strategy, thematic discussions of issues of principle, budget, employment and recruitment policy, professorship policy, the physical and social framework of the department or school, involvement in and development of management structures and forms, and the students' environment and welfare.

Subsection (4) The department forum will hold regular meetings.

Schools and centres equivalent to departments

Section 29. The rules concerning department/school forums applies in the same way to schools and centres equivalent to departments.

Part 6

The rector and other members of the executive management

Rector

Section 30. The board appoints and dismisses the rector and, on the recommendation of the rector, appoints and dismisses the pro-rector(s) and the university director.

Section 31.-(1) The rector is appointed following external advertising according to the current rules regarding advertisements for appointments in the Danish state.

Subsection (2) The rector must be a recognised researcher, cf. Section 2, item 1 of the Act on the Danish National Research and Innovation Policy Council and the Danish Free Research Foundation within one of the university's subject areas, and must have insight into the educational sector. The rector must be an experienced manager and organiser of research groups and must understand the nature of the university's activities and its relationship with the society of which it is a part.

Subsection (3) The appointment procedure must ensure that the rector has academic and managerial legitimacy. With this in mind, the procedure is organised so as to ensure that general support can be expected from the university for the board's decision regarding the appointment to the position of rector.

Subsection (4) The entire board may take part in the appointment procedure, or the board may establish an appointment committee involving a number of its members to draft an advertisement, select candidates for interview, carry out interviews and submit a recommendation to the board regarding the appointment.

Subsection (5) An appointment committee, appointed by and from among the board's members, cf. subsection (4), consists of the chair of the board and representatives of the external members of the board, the academic staff, the technical-administrative staff, and the students.

Subsection (6) The board appoints an advisory group comprising a representative of the academic staff from each faculty, a representative of the technical-administrative staff, and a student. The members are recommended by the academic councils' chairmanship assembly. The chair of the board chairs the group's meetings. The group is briefed about the draft advertisement, and about the pool of applicants. The group is presented with any relevant applications which have been received and advises the Board or the appointment committee on which candidates should be invited to interview for the position.

(7) The board conducts employment interviews, and in this connection, may solicit internal or external support.

Subsection (8) The decision to appoint is made by the entire board.

Subsection (9) The board may terminate the rector's employment in accordance with the rules in Section 29 of the University Act.

Tasks of the rector

Section 32.-(1) The rector represents the university. The rector is responsible for the management of the university within the framework established by the board, cf. Section 14(1) of the University Act.

Subsection (2) This means that the rector is responsible for:

- 1) Making decisions in all cases not assigned to the board, academy councils, boards of studies or PhD committees under the University Act.
- 2) Making recommendations to the board regarding the appointment and dismissal of pro-rector(s) and the university director.
- 3) Appointing and dismissing deans.
- 4) Appointing and dismissing the heads of the organisational academic units, unless this task is delegated.
- 5) Setting up graduate schools, and appointing and dismissing heads of graduate schools, unless this task is delegated.
- 6) Determining the university's internal structure within the framework established by the board.
- 7) Submitting the budget to the board and signing the accounts.
- 8) Establishing rules regarding disciplinary measures for students.
- 9) Signing on behalf of the university, apart from transactions concerning real property, cf. Section 48(2).
- 10) Approving all external partnerships of a binding nature for the university.
- 11) Ensuring that guidelines are in place for documentation systems in connection with evaluations and follow-up.
- 12) Ensuring the quality of the university's degree programmes, teaching, research and knowledge exchange.

Subsection (3) The rector authorises other managers to act on behalf of the rector within their respective areas. The rector may also authorise other employees to act on his or her behalf in particular areas. In special cases, the rector may require a full-time member of the academic staff to assume a managerial position on a temporary basis.

Subsection (4) The rector may establish advisory committees. The rector may ask advisory boards, employer panels, boards of studies, PhD committees, academic councils and department forums to discuss and provide statements concerning topics of importance for the university.

Subsection (5) The rector prepares standard rules of procedure governing the academic councils, boards of studies etc.

Pro-rectors

Section 33.-(1) A pro-rector assists the rector in the day-to-day management, as agreed with the rector. If several pro-rectors are appointed, one of them shall act as the rector's deputy.

Subsection (2) Pro-rectors are appointed by the board on the recommendation of the rector.

Subsection (3) Section 31(1), (2) second sentence, (3) and (8) will also apply to the appointment of pro-rectors. In addition, Section 31(2), first sentence, will also apply to the appointment of the pro-rector who acts as the rector's deputy.

Subsection (4) At the start of the appointment procedure, the rector will set up a consultative group consisting of a representative of the academic staff from each faculty, a representative of the technical-administrative staff, and a student. The members are recommended by the academic councils' chairmanship assembly. The group is briefed about the draft advertisement, and about the pool of applicants. The group is shown any relevant applications that have been received, and advises the rector about which candidates should be invited to attend an interview.

Subsection (5) The rector conducts interviews, and in this connection, may solicit internal or external support.

Subsection (6) The board may terminate the pro-rector's employment on the recommendation of the rector and in accordance with the rules in Section 29 of the University Act.

University director

Section 34.-(1) The university director heads the administration of the university.

Subsection (2) The university director is appointed by the board on the recommendation of the rector.

Subsection (3) The university director is appointed following external advertising according to the current rules regarding advertisements for appointments in the Danish state. The university director must have experience in administration and management.

Subsection (4) At the start of the appointment procedure, the rector will set up a consultative group consisting of representatives of the university's administrative staff. The members are nominated by the group of deputy directors and by the Main Liaison Committee. The group is briefed about the draft advertisement, and about the pool of applicants. The group is shown any relevant applications that have been received, and advises the rector about which candidates should be invited to attend an interview.

Subsection (5) The rector conducts interviews, and in this connection, may solicit internal or external support.

Subsection (6) The board may terminate the university director's employment on the recommendation of the rector and in accordance with the rules in Section 29 of the University Act.

Part 7

The senior management team

Section 35.-(1) The senior management team consists of the rector, the pro-rector(s), the university director and the deans. Within the framework established by legislation and the board and as determined by the rector, the senior management team is responsible for the day-to-day administration of the university, the implementation of the university's strategy and the realisation of its goals. The rector is responsible for ensuring that the senior management team exercises coherent, unified management which promotes the interests and needs of the university as a whole and which ensures that Aarhus University acts and is perceived as a single unified institution.

Subsection (2) Each dean is assigned special managerial responsibilities in connection with one of the university's interdisciplinary strategic activities.

Subsection (3) An advisory forum to support the management team's work may be established for each strategic activity.

Part 8 ***Management of faculties***

Dean

Section 36.-(1) Deans are appointed by the rector. Deans are appointed following external advertising according to the current rules regarding advertisements for appointments in the Danish state.

Subsection (2) The dean must be a recognised researcher, cf. Section 2, paragraph 1 of the Act on the Danish Research and Innovation Policy Council and the Independent Research Fund Denmark, within one of the faculty's fields, and must have experience from, and insight into, education, management and the nature of the interaction of a university with society at large.

Subsection (3) The appointment procedure must ensure that the dean has academic and managerial legitimacy. With this in mind, the procedure should be designed to ensure that general support can be expected from the faculty for the rector's decision regarding the appointment to the position.

Subsection (4) At the start of the appointment procedure, the rector will set up a consultative group consisting of representatives of the faculty's academic staff, technical-administrative staff, and students. The members are nominated by the faculty's academic council. The group is briefed about the draft advertisement, and about the pool of applicants. The group is shown any relevant applications that have been received, and advises the rector about which candidates should be invited to attend an interview.

Subsection (5) The rector conducts interviews, and in this connection, may solicit internal or external support.

Subsection (6) The rector may terminate a dean's employment in accordance with the rules in Section 29 of the University Act.

Tasks of the dean

Section 37.-(1) On the authority of the rector, the dean represents the faculty and is responsible for the management of the faculty.

Subsection (2) On the authority of the rector and within the framework of the collaboration with the senior management team, cf. Section 35, the dean must:

- 1) Assume the primary responsibility for the faculty's economy and handle the overall HR management within the faculty.
- 2) Ensure cohesion between the faculty's programmes, teaching, research and knowledge exchange.
- 3) Ensure the quality of the faculty's degree programmes, teaching, research and knowledge exchange.
- 4) Ensure the quality assurance of the faculty's degree programmes, teaching, research and knowledge exchange.
- 5) Appoint and dismiss heads of departments or schools.
- 6) Establish graduate schools at the faculty.
- 7) Appoint and dismiss heads of graduate schools.
- 8) Appoint PhD committees and nominate chairs and any vice-chairs of PhD committees on the recommendation of the PhD committee in question.
- 9) Appoint members of the boards of studies and approve the chairs and vice-chairs of the boards of studies.

10) Appoint and dismiss directors of studies following the recommendation of the boards of studies.

11) Approve academic regulations following the recommendation of the board of studies.

Subsection (3) The dean's management is subject to the involvement of the advisory services of the advisory board, employer panels and academic council, cf. Sections 20 to 24.

Vice-deans

Section 38.-(1) The dean appoints one or more vice-deans, who must be approved by the rector. Vice-deans are appointed following external advertising according to the current rules regarding advertisements for Danish state appointments.

Subsection (2) A vice-dean assists the dean in the day-to-day management of the main academic area by arrangement with the dean.

Subsection (3) The vice-dean must be a recognised researcher, cf. Section 2, paragraph 1 of the Act on the Danish Research and Innovation Policy Council and the Independent Research Fund Denmark, within one of the faculty's fields, and must have experience from, and insight into, education, management and the nature of the interaction of a university with society at large.

Subsection (4) The appointment procedure must ensure that vice-deans have academic and managerial legitimacy.

Subsection (5) The dean may terminate the vice-dean's employment with the approval of the rector and in accordance with the rules in Section 29 of the University Act.

Part 9

Management of departments and schools

Head of department or school

Section 39.-(1) The dean appoints the heads of departments or schools.

Subsection (2) Heads of departments or schools are appointed following external advertising according to the current rules regarding advertisements for appointments in the Danish state.

Subsection (3) A head of department or school must have teaching experience and must be a recognised researcher, cf. Section 2, paragraph 1 of the Act on the Danish Research and Innovation Policy Council and the Independent Research Fund Denmark, within one of the department or school's fields, or a field closely associated with the department or school.

Subsection (4) The employment procedure must ensure that heads of departments or schools have academic and managerial legitimacy. With this in mind, the procedure must be arranged to ensure that the department or school's general support can be expected for the decision regarding the appointment to the position.

Subsection (5) At the start of the appointment procedure, the dean will set up a consultative group consisting of representatives of the academic staff, the technical-administrative staff and the students of the department or school. Members are nominated by the department forum. The group is briefed about the draft advertisement, and about the pool of applicants. The group is shown any relevant applications that have been received, and advises about which candidates should be invited to attend an interview.

Subsection (6) The dean conducts interviews, and in this connection, may solicit internal or external support.

Subsection (7) The dean may terminate a head of department or school's employment in accordance with the rules in Section 29 of the University Act.

Head of department or school's tasks

Section 40.-(1) The head of department or school will represent the department or school externally and, on the authority of the rector and dean, will conduct the academic, financial and HR management of the department or school.

Subsection (2) The head of department or school plans and assigns the department or school's tasks, and has the authority to assign specific tasks to specific employees. The academic staff enjoy freedom of research, and research freely within the bounds of the university's research strategy when not performing work assigned by management. The framework of the university's research strategy applies to the entirety of the university. Academic staff may not be directed to perform specific tasks which require the entirety of their working hours over long periods of time, which would in essence deprive them of their freedom of research.

Subsection (3) The head of the department or school will safeguard the quality, cohesiveness and development of the department or school's degree programmes, teaching, research and knowledge exchange. The head of the department or school is responsible for following up on the evaluations of degree programmes and teaching activities, involving the board of studies and the director of studies in this process.

Subsection (4) The head of the department or school appoints a department forum, and the head of the department or school's management takes place with the involvement of the advice of employer panels and the department forum, cf. Sections 21 and 26-28.

Part 10

Management of graduate schools

Graduate schools and heads of graduate schools

Section 41.-(1) The dean establishes and abolishes graduate schools where PhD degree programmes take place.

Subsection (2) Each graduate school has a graduate school head who is appointed and dismissed by the dean. The graduate school head must be a recognised researcher, cf. Section 2, paragraph 1 of the Act on the Danish Research and Innovation Policy Council and the Independent Research Fund Denmark, and have experience from, and have insight into, the PhD degree programme. The dean solicits the necessary counsel to ensure that the appointment procedure leads to the appointment of heads of graduate schools with professional and managerial legitimacy.

Subsection (3) The head of graduate school will lead the graduate school, which includes the following tasks:

- 1) Approval of PhD students.
- 2) Designation of PhD supervisors.
- 3) Planning of the graduate school's PhD degree programme, including periods of study at an international research institution.
- 4) Conducting of ongoing evaluations of the graduate school's activities, and making recommendations to the dean for the follow-up of these evaluations.

PhD committees

Section 42.-(1) In order to ensure that PhD students and academic staff can influence the PhD degree programme, the dean will appoint PhD committees with representatives elected by and from among the academic staff and the PhD students, respectively.

Subsection (2) The representatives of the academic staff will be elected for a term of three years at a time. The representatives of the PhD students will be elected for a term of one year at a time.

Subsection (3) The dean appoints chairs and vice-chairs, if applicable, of the PhD committees following the recommendation of the committee in question.

Subsection (4) The number of members is determined by the dean. A PhD committee must have a minimum of four and a maximum of 20 members. The academic scope of the graduate school is taken into consideration when determining the number of members and on any division of the committee into different areas, if applicable.

Subsection (5) The duties and responsibilities of the PhD committee are described in Section 16 b(2) of the University Act.

Part 11

Directors of studies and boards of studies

Directors of studies

Section 43.-(1) The dean defines the directors of studies' responsibilities in relation to the structure of the board of studies.

Subsection (2) The dean appoints and dismisses directors of studies on the recommendation of the board(s) of studies in question. The director of studies must be appointed from among the full-time academic staff. A director of studies is appointed for three years at a time. Appointment can be renewed several times.

Subsection (3) In cooperation with the board of studies, the director of studies is responsible for the practical organisation of teaching, tests and other forms of assessment which form part of examinations. The director of studies approves thesis proposals and the dates of submission for Master's degree theses and accompanying plans for supervision of Master's thesis students.

Boards of studies

Section 44.-(1) boards of studies are established and abolished by the dean of the main academic area concerned after a public consultation involving the departments in question.

Subsection (2) boards of studies may be established which cover one or more degree programmes, and boards of studies may also be established at different levels. If boards of studies are established at different levels, the dean determines the distribution of tasks among them.

Subsection (3) boards of studies consist of an equal number of representatives of the academic staff and students. The number of members is determined by the dean. A board of studies must have a minimum of four and a maximum of 18 members.

Subsection (4) The range of disciplines covered in the degree programme elements to be governed by the board of studies must be taken into account when determining the number of members it is to include. This should also be taken into account in the event that the board of studies is to include subdivisions which represent different areas.

Subsection (5) The duties and responsibilities of the boards of studies are described in Section 18(4) of the University Act.

Section 45.-(1) Representatives of the academic staff on boards of studies are elected for a term of three years at a time by and from among the academic staff in the area governed by the board of studies in question.

Subsection (2) Student representatives on the boards of studies are elected for a term of one year at a time by and from among the students in the area governed by the board of studies in question.

Chair and vice-chair

Section 46.-(1) The board of studies elects a chair for a term of one year at a time. The chair may also act as director of studies. The chair is elected from among the full-time academic staff who are members of the board of studies.

Subsection (2) The board of studies elects a vice-chair from among its student members. The vice-chair will participate in the organisation of the work of the board of studies.

Subsection (3) The elected chair and vice-chair must be approved by the dean.

Part 12 ***Elections***

Section 47.-(1) The rector determines the rules for elections to the Board, academic councils, PhD committees and boards of studies.

Chapter 13. ***Financial conditions***

Section 48.-(1) The rector's signature binds the university, cf. subsection (2) below, however.

Subsection (2) The signatures of the chairman of the Board and a member of the Board jointly bind the university in transactions involving real property.

(3) The university must, cf. Section 21(4) of the University Act, invest liquid assets in accordance with the Ministry of Justice's ministerial order on the placement and management of foundations' assets, cf. ministerial order no. 1525 of 28 October 2020. The Board may approve that the university makes use of multiple approved asset management divisions cf. Section 18(1) and (3) of the ministerial order.

Section 49. The university may establish trusts for donated funds if requested by the donor.

Part 14 ***Special circumstances***

Section 50.-(1) Aarhus University was established by a merger of Aarhus University with the following formerly independent institutions: the Aarhus School of Dentistry, the Herning Institute of Business Administration and Technology, the Aarhus School of Business (Handelshøjskolen i Århus), the Danish University of Education, the Danish Institute of Agricultural Sciences, the National Environmental Research Institute and the Aarhus University School of Engineering.

Subsection (2) Aarhus University is authorised to use the Danish term for 'business school' (handelshøjskolen).

Section 51. In accordance with the Finance Act and agreement of 28 October 2010 between the government, the Social Democrats, the Danish People's Party and the Danish Social Liberal Party on the distribution of the globalisation reserve for research and development 2011-2012, a PhD Council was established at Aarhus University. The PhD Council is governed by an addendum to these by-laws.

Section 52. In accordance with the Finance Act and the agreement of 30 October 2020 between the government and the Danish Liberal Party, the Danish Social Liberal Party, the Danish People's Party, the Socialist People's Party, Red-Green Alliance, the Conservative People's Party, the Alternative, the New Right, Independent Greens and Liberal Alliance regarding: Distribution of research reserve funds as well as assets from the fund to restart the Danish economy as well as special challenges resulting from Covid-19 in 2021, etc. a partnership for child research has been established. The terms of the partnership for child research are regulated by a rider annexed to these by-laws.

Part 15
Approval and entry into force

Section 53.-(1) These by-laws may be amended by the Board. Amendments to the by-laws must be approved by the Danish Agency for Higher Education and Science as authorised in accordance with Section 7 item 30 of ministerial order no. 979 of 24 June 2022 on the delegation of the powers of the minister for higher education and science to the Danish Agency for Higher Education and Science.

Section 54.-(1) These by-laws will enter into force on their approval by the agency.

Subsection (2) At the same time, the Aarhus University by-laws approved by the Danish Agency for Higher Education and Science on 22 June 2021 are repealed.

Adopted by the board of Aarhus University on 11 October 2022.

Connie Hedegaard
Chair of the Aarhus University Board

Approved by the Danish Agency for Higher Education and Science on 16 December 2022.

Hans Müller Pedersen
Director

Rider to Aarhus University By-laws on the establishment of a PhD council

Background, legal status and jurisdiction

Section 1.-(1) In accordance with the Danish Appropriations Act and "Agreement between the government, the Social Democrats, the Danish People's Party, and the Danish Social Liberal Part on the allocation of the globalisation reserve for research and development 2011-2012" of 28 October 2010 (Annex 2, in Danish), referred to in the following as 'the agreement', a PhD council has been established at Aarhus University.

Section 2. While the PhD council is part of Aarhus University, it operates independently of the university's normal managerial structure in performing its functions, cf. section 3.

Subsection (2) The PhD council decides in cases related to the allocation of the globalisation funds, cf. section 3.

Section 3.-(1) The PhD council is responsible for the implementation of the globalisation funds described in the Danish Appropriations Act and the agreement. The globalisation funds are earmarked for research and doctoral education with a special focus on the exploration of means to ensure that the practice of the municipal primary and lower secondary school system produces the greatest possible benefit for all students, both academically and with regard to promoting well-rounded development, growth and a desire for further education. The globalisation funds must be awarded in accordance with the conditions set out in the Appropriations Act and the agreement, including the condition that globalisation funds must be awarded on the basis of applications submitted by consortiums consisting of at least one professional university college and one university.

Subsection (2) The PhD council appoints an international assessment committee whose members are nominated by Independent Research Fund Denmark. The PhD council submits the applications under subsection (1) for assessment by the committee in order to obtain an expert evaluation of the level of research.

Composition, etc.

Section 4.-(1) The PhD council consists of a chairperson and ten additional members, all of whom are appointed for terms of up to four years. The chair is appointed by the minister for higher education and science. The additional members are appointed by the minister on the recommendation of the organisations referred to in subsection (2). Members may be appointed for an additional term of up to two years. Members may only be reappointed once.

Subsection (2) Members of the council are recommended by the following organisations, cf. subsection (1), item 3:

1. Three members are recommended by Universities Denmark.
2. Three members are nominated by University Colleges Denmark.
3. Two members are nominated by Independent Research Fund Denmark.

4. Two members are recommended by Local Government Denmark (LGDK).

Subsection (3) The recommended members referred to in subsection (2), items 1 and 2, must represent the universities and the university colleges respectively. The nominated members referred to in subsection (2), items 3, must be internationally recognised authorities. The nominated members referred to in subsection (2), item 4, must represent relevant employers.

Subsection (4) The majority of the PhD council's members, including the chair, must be respected researchers with experience and understanding of doctoral education.

Subsection (5) If a member resigns before the end of his or her term of service, the minister appoints a new member in accordance with subsection (1), item 1. The new member may be appointed for less than four years, however.

Subsection 6 The PhD council is responsible for adopting rules of procedure for its activities.

Accounting

§ 5. Accounts must be prepared to account for the PhD council's activities. Under the University Act, the accounts must be included in Aarhus University's annual report.

Authority

Section 6.-(1) This rider has been drafted under the statutory authority of the University Act, Section 13(1) and Section 36.

Subsection (2) This rider comes into force on approval by the Danish Agency for Higher Education and Science. At the same time the rider of 22 February 2011, approved by the minister for science, technology and development, is repealed.

Rider annexed to Aarhus University's by-laws: Establishment of partnership for child research

Section 1.-(1) In accordance with the Finance Act and the agreement of 30 October 2020 between the government and the Danish Liberal Party, the Danish Social Liberal Party, the Danish People's Party, the Socialist People's Party, Red-Green Alliance, the Conservative People's Party, the Alternative, the New Right, Independent Greens and Liberal Alliance regarding: Distribution of research reserve funds as well as assets from the fund to restart the Danish economy as well as special challenges resulting from Covid-19 in 2021, etc. a partnership for child research has been established. The objective of the partnership is to expand and strengthen Danish pedagogical research focusing on early childhood (0-6 years).

Section 2. The partnership for child research and its associated secretariat will be anchored at Aarhus University, but will be independent of the university's leadership structure with regard to its research activities.

Section 3.-(1) The partnership for child research is responsible for the implementation of the grant described in the Finance Act and the political agreement, including decisions on applications for subsidies.

Subsection (2) The grant must be used for practice-centred research in collaboration between the university, the university colleges, municipalities, daycare institutions and stakeholders. In this connection PhD students will be trained who will be able to teach on the social educator degree programme, among others.

The board and assessment panels

Section 4.-(1) The board of the partnership for child research is comprised of a chair and eight members, all of whom will be appointed for four-year terms. The members will be selected on the background of their personal qualifications.

Subsection (2) The chair and two members will be appointed by the minister for higher education and science. Six members will be appointed by the minister for higher education and science who are nominated by the organisations named in Section 3.

Subsection (3) The following organisations may nominate members to the board of the partnership for child research:

- 1) Two members are nominated by Universities Denmark.
- 2) Two members are nominated by University Colleges Denmark.
- 3) One member is nominated by the Danish Union of Early Childhood and Youth Educators (BUPL).
- 4) One members is nominated by Local Government Denmark (LGDK).

Subsection (4) Representatives nominated under subsection 3, items 1 and 2 must come from smaller institutions and research groups.

Subsection (5) The board may decide to appoint a vice-chair from among its members.

Section 5.-(1) A majority of the boards members must have research qualifications or be established researchers.

Subsection (2) The board must include members with the following competencies:

1. Insight into and experience with research, research communication and research strategy in connection with practice-centred research.
2. Integration of research in education, including the social educator PhD and Master's degree programmes as well as continuing and further education.
3. Insight into and experience with pedagogical practice in early childhood education (0-6 years).
4. Insight into and experience with early childhood education (0-6 ears) in the municipalities.
5. Insight into and experience with setting a strategic course for a research programme.

Subsection (3) The board must be composed in a manner that ensures that it lives up to the competency requirements described above.

Section 6.-(1) The board must appoint a practice panel and a research panel which assess applications under Section 3 (assessment panels) with external members. The function of the two assessment panels is to ensure that the research that receives funding is practice-centred and of high quality.

Subsection (2) The practice panel must be comprised of daycare centre directors, social educators, representatives from the social educator degree programmes and at least one established researcher and one municipal daycare executive director.

Subsection (3) The research panel must be comprised of Danish and international established researchers as well as at least one representative with insight into and experience with pedagogical practice.

Representative council

7.-(1) A representative council under the partnership for child research must be appointed.

Subsection (2) The representative council must possess insight into the Danish daycare system, as well as research experience or experience with the practical application of research results. The representative council's role is to recommend areas which require more research, specific types of research or special initiatives to communicate research findings in relation to practice, education and political decision-makers.

Subsection (3) The representative council's role is to advise the board and contribute to:

- a. Follow-up on and evaluation of the implementation of the strategy.
- b. Systematic dialogue between the board and relevant stakeholders.
- c. Extensive involvement of the university colleges and universities in activities within the remit of the partnership.
- d. Cohesion and coordination between the relevant research and education players.

9.-(1) The Ministry of Higher Education and Science selects the members of the representative council. The members will be selected on the background of their personal qualifications.

Subsection (2) Members of the representative council are nominated by the universities and university colleges, in addition to relevant institutions, stakeholders and ministries.

Subsection (3) The chair of the board is chair of the representative council.

Accounting

10.-(1) Separate accounts must be prepared for the activities of the partnership for child research in accordance as prescribed by the University Act.