

Agreement on pay supplements for academic staff employed under a collective agreement at Arts

15th draft - 04.10.12

Introduction

Arts wishes to use salary as a way to promote recruitment, recognition, motivation and retention of highly qualified academic employees who each contributes in his or her own way to achieving the main academic area's and the departments' visions and strategic objectives. As part of the incentive structure, the agreement on pay supplements is to ensure that the local pay formation is based on known and transparent criteria in terms of allocation of supplements and remuneration.

The agreement is based on the principles of the 'Ny løn' pay pool system concerning increased decentralisation and individualisation of the local pay formation. Pay is negotiated in the individual departments and centres and is based on the employee's competencies, qualifications and functions.

The agreement sets out the framework for dialogue and negotiation between management representatives, employee representatives and the trade unions authorised to negotiate. The authority to negotiate within the framework of the agreement on pay supplements lies with the main academic areas and the departments and department-like centres.

The pay agreement contains criteria and amounts for the following types of supplements:

- **Qualifications supplements** are awarded to employees who, based on experience, performance and competencies make a constructive and qualified contribution to education, research, talent development and knowledge exchange and, thus, to the department's and the main academic area's development and strategy.
- **Responsibility supplements** are awarded to employees who discharge a responsibility which, according to Arts' organisational structure, and according to an agreement concluded with the union representatives in June 2012, entitles them to a responsibility supplement. The agreement does not preclude renegotiation or negotiation of new types of responsibility supplements.
- **One-off bonuses** are paid to employees for a special and specific contribution to the main academic area's, and, thus, the individual departments', strategy and vision. As a general rule, the supplements and bonuses are paid out once a year in connection with the annual pay negotiations.

The pay agreement stipulates the limits within which the head of department or centre is authorised to negotiate.

On 31.3.2012, a new basic amount level entered into force. The amounts in the pay agreement are stated at the new 31.3.2012 level, excluding pension.

Appendix 1 contains a conversion table from the 31.3.2012 level to the previous 1.10.1997 level.

Appendix 2 contains examples of the pay composition for each job group in the job structure.

Appendix 3 sets out the framework for the pay negotiation process at Arts.

Appendix 4 contains graphs illustrating the current pay levels at Arts.

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Supplement

All qualifications supplements and responsibility supplements are stated as annual basic amounts at 31.3.2012 level. Qualifications supplements and responsibility supplements are pensionable and are paid in arrears with the base salary on a monthly basis.

1. Qualifications supplement: Criteria and amounts

The qualifications supplement is awarded based on a qualitative and quantitative contribution. The contribution is assessed in terms of experience, performance and competencies as well as promotion of the main academic area's, including the individual departments', overall strategy within the four core areas: research, education, talent development and knowledge exchange.

To provide the qualitative and quantitative contribution required to be eligible for a qualifications supplement, the employee must:

- show strong academic skills and competencies in the performance of all work assignments;
- participate actively and demonstrate abilities in the performance and development of organisational assignments by getting involved in committees relevant to the department, including assessment committees and councils, or taking on internal or external work assignments related to the main academic area or to AU in general;
- participate in the collegial community in a way that strengthens the work environment;
- participate in relevant competency development or further education and subsequently use the competencies acquired.

Qualifications supplements awarded will lapse if employees change job categories.

Unless otherwise agreed in special cases, qualifications supplements are generally permanent.

1.2 Technical and administrative staff (AC)#

Technical and administrative staff (AC) primarily working with assignments that support research, making a special contribution and demonstrating a special quality in the performance of assignments may be awarded a qualifications supplement.

The amount of the supplement is based on an individual assessment of the individual employee's qualifications, and the supplement is covered by AU's pay agreement for academic staff in administrative positions of 19 September 2012. This agreement may be viewed here:

<http://medarbejdere.au.dk/administration/hr/loenftaler-2012/>

1.3 PhD fellows, research assistants, postdocs, assistant professors and part-time lecturers

PhD fellows, research assistants, postdocs, assistant professors and part-time lecturers making a special contribution and demonstrating a special quality in the performance of assignments may be awarded a qualifications supplement. Special negotiation rules apply to part-time lecturers, cf. § 5 of the agreement on part-time lecturers at universities etc. of 9 May 2012.

The amount is based on an individual assessment of the individual employee's qualifications and may be up to DKK 15,000.

1.4 Teaching assistant professors, teaching associate professors and teaching lecturers

In addition to the position-related supplement, teaching assistant professors, teaching associate professors and teaching lecturers may be awarded the following types of qualifications supplements: Basic supplements 1, 2 and 3.

The purpose of awarding a qualifications supplement is to retain qualified teaching assistant professors, teaching associate professors and teaching lecturers and to provide a financial incentive for continued development of the employee's teaching and administrative qualifications and competencies.

To qualify for basic supplement 2, the employee must first have received basic supplement 1. Similarly, to qualify for basic supplement 3, the employee must first have received basic supplements 1 and 2. Only one supplement may be awarded at a time. When changing from a teaching assistant professor to a teaching associate professor position, any basic supplements will lapse.

When changing from a teaching assistant professor to a teaching associate professor position, the award of basic supplement 1 may be negotiated.

A basic supplement may be awarded according to the guidelines below.

Basic supplement 1

Criteria

In addition to the general criteria described on page 4, when awarding basic supplement 1, it is expected that the employee's performance has been and continues to be strong. The supplement is awarded based on an overall assessment of the employee's activity.

The supplement amounts to DKK 13,100 a year, and it is typically expected that the employee may apply for or be recommended for the supplement after three years at pay level 8.

Basic supplement 2

Criteria

In addition to the general criteria described on page 4, when awarding basic supplement 2, it is expected that the employee's performance has been continuous and further qualified relative to supplement 1.

The supplement amounts to DKK 13,100 a year, and it is typically expected that the employee may apply for or be recommended for the supplement after six years at the final pay level at pay level 8.

Basic supplement 3

Criteria

In addition to the general criteria described on page 4, when awarding basic supplement 3, it is expected that the employee's performance has been continuous and highly qualified relative to supplement 2.

The supplement amounts to DKK 13,100 a year, and it is typically expected that the employee may apply for or be recommended for the supplement after nine years at the final pay level at the higher education level.

1.5 Associate professors

In addition to the position-related supplement, associate professors may be awarded the following types of qualifications supplements: Associate professor supplements A, B and C. In addition, a special M supplement may be awarded.

The purpose of awarding a qualifications supplement is to retain qualified associate professors and to provide a financial incentive for continued development of the employee's research, teaching and administrative qualifications and competencies.

To qualify for supplement B, the employee must first have received supplement A. Similarly, to qualify for supplement C, the employee must first have received supplements A and B. Normally, only one supplement is awarded at a time.

Associate professor supplement A

Criteria

In addition to the general criteria described on page 4, when awarding associate professor supplement A, it is expected that the employee's performance has been satisfactory within two or more of the four core areas: research, education, talent development and knowledge exchange.

Examples of a satisfactory performance within the four core areas include:

1. Within research:

- Publication in/contribution to international peer-reviewed publications (peer-reviewed Danish publications, if relevant)
- Participation in research programme/group
- Participation in national/international research networks and conferences/seminars
- Participation in inter-disciplinary research cooperation
- Contribution to obtaining external research funding, including research funding
- Participation in editorial and peer reviews as well as other types of reviews

2. Within education:

- Teaching and supervision at Bachelor's, Master's, Master or PhD level, including summer school
- Participation in the development of new study modules and areas
- Development and use of new teaching methods and technology
- Development and publication of research-based textbooks and teaching material

3. Within talent development:

- Supervision at PhD and postdoc level
- Teaching on/organisation of national and/or international PhD courses
- Attraction of international PhD students and postdocs
- Participation in talent development activities

4. Within knowledge exchange:

- Participation in knowledge exchange activities/projects
- Application for and attraction of external knowledge exchange funding
- Outreach activities for potential users of research and knowledge
- Involvement of students in knowledge exchange activities

The supplement amounts to DKK 20,400 a year, and it is typically expected that the employee may apply for or be recommended for the supplement three years after being employed as an associate professor. However, it is also possible to apply for or be recommended for the supplement if the employee meets the criteria set.

Associate professor supplement B

Criteria

In addition to the general criteria described on page 4, when awarding associate professor supplement B, it is expected that the employee's performance is continuous and continuously more qualified relative to supplement A within two or more of the four core areas: research, education, talent development and knowledge exchange.

Examples of a continuous and continuously more qualified performance within the four core areas include:

1. Within research:

- Publication in/contribution to/possibly editing of international peer-reviewed publications (peer-reviewed Danish publications, if relevant)
- Initiation of/participation in and possibly management of research programme/group
- Initiation of/participation in and possibly management of international research networks

- Organisation of national/international research conferences/seminars
- Initiation of/participation in and possibly management of inter-disciplinary research cooperation
- Participation in and management of applications for external research funding, including strategic research funding
- Participation in editorial work, peer reviews as well as other types of reviews

2. Within education:

- Teaching and supervision at Bachelor's, Master's, Master or PhD level, including summer school
- Participation in the development of new study modules and areas, possibly entire degree programmes
- Development and use of new teaching methods and technology
- Development and publication of research-based textbooks and teaching material

3. Within talent development:

- Supervision at PhD and postdoc level
- Teaching on/organisation of or management of national and/or international PhD courses
- Attraction of international PhD students and postdocs
- Participation in/management of talent development activities

4. Within knowledge exchange:

- Participation in/management of knowledge exchange activities and projects
- Application for and attraction of external knowledge exchange funding
- Outreach activities for potential users of research/knowledge
- Involvement of students in knowledge exchange activities

The supplement amounts to DKK 27,400, and it is typically expected that the employee may apply for or be recommended for the supplement three years after being awarded associate professor supplement A. However, it is also possible to apply for or be recommended for the

supplement if the employee meets the criteria set.

Associate professor supplement C

Criteria

In addition to the general criteria described on page 4, when awarding associate professor supplement C, it is expected that the employee's performance is continuous and highly qualified relative to supplement B within two or more of the four core areas: research, education, talent development and knowledge exchange, and that – within one or more core areas – the performance is excellent and of an extent and quality that far exceed the performance on which the employee's appointment as associate professor was based.

Examples of a continuous and highly qualified performance within the four core areas include:

1. Within research:

- Publication in/contribution to/editing of international peer-reviewed publications (peer-reviewed Danish publications, if relevant)
- Management of research programme/group
- Initiation or management of international research networks
- Initiation of/contribution to attracting major, recognised research conferences to AU
- Initiation/management of inter-disciplinary research cooperation
- Application for/attraction of external research funding, including strategic research funding
- Participation in international editorial work, peer reviews as well as other types of reviews
- Holding of special honorary positions within the research area on behalf of the institution

2. Within education:

- Teaching and supervision at Bachelor's, Master's, Master or PhD level, including summer school
- Participation in/coordination or management of the development of new international study modules/areas/entire degree programmes
- Development and use of new teaching methods and technology
- Holding of special honorary positions within the education area on behalf of the

institution

- Development and publication of research-based textbooks and teaching material

3. Within talent development:

- Supervision at PhD and postdoc level
- Organisation or management of national and/or international PhD courses
- Attraction of potential international PhD students and postdocs
- Participation in/management of talent development activities
- Holding of special honorary positions within the talent development area on behalf of the institution

4. Within knowledge exchange:

- Management of knowledge exchange activities/projects
- Application for and attraction of external knowledge exchange funding
- Outreach activities for potential users of research/knowledge
- Involvement of students in knowledge exchange activities
- Holding of special honorary positions within the knowledge exchange area on behalf of the institution

The supplement amounts to DKK 26,600, and it is expected that the employee may apply for or be recommended for the supplement three years after being awarded associate professor supplement B. However, it is also possible to apply for or be recommended for the supplement if the employee meets the criteria set.

Achieving a positive professor assessment or obtaining a doctorate on a basis that corresponds to the requirements at Aarhus University may also contribute to making the employee eligible for associate professor supplement C.

1.6 Professors with special responsibilities

In order to be able to attract and retain particularly talented researchers to create an innovative, internationally recognised research area, temporary professorships with special responsibilities are offered.

At Arts, professors with special responsibilities are paid according to the common academic pay scale at basic pay level 8. In addition to this, a pensionable supplement for professors with special

responsibilities is paid. This corresponds to the pay level for professors in pay grade 37. A further qualifications supplement will typically not be awarded to a professor with special responsibilities.

Professors with special responsibilities will change to being employed and paid as associate professors after the expiry of the employment period, and the special function-related supplement for professors with special responsibilities will then lapse.

If the professor with special responsibilities reverts to an associate professorship, the supplement will be negotiated locally. The presumption for this negotiation is that the employee will keep the personal supplements that he or she was entitled to before being employed as a professor with special responsibilities; however, as a minimum, a total pay level corresponding to associate professor supplements A and B will be guaranteed.

1.7 Professors

Professors are employed in pay grade LR 37 or LR 38. Professors are awarded professor supplement A, and professors in LR 37 may also be awarded professor supplement B and the temporary M supplement.

Professor supplement A

Criteria

Professor supplement A is automatically awarded when the employee is employed as a professor in pay grade LR 37 or LR 38.

The supplement amounts to DKK 51,400 a year.

Professor supplement B

Criteria

Professor supplement B may be awarded to professors in LR 37 who demonstrate a continuous and excellent performance within all four core areas: research, education, talent development and knowledge exchange of an extent and quality that far exceed the performance on which the employee's appointment as professor was based.

Examples of a continuous and excellent performance within the four core areas include:

1. Within research:

- A highly developed international academic level documented through continuous scientific publications above average, measured in terms of both quantity and quality.
- Successful achievement of a considerable amount of external research and/or knowledge exchange funding
- Significant involvement in or management of international and/or interdisciplinary research cooperation
- Successful research management, active participation in/management of international and national research networks
- Active participation in or management of research programmes/groups, including creation of a thriving and fruitful academic research environment

- Participation in international editorial work, peer reviews and other types of reviews, successful attraction of major and recognised conferences to AU
- Holding of different types of honorary positions in connection with national and international boards, committees and working groups

2. Within education:

- Successful teaching and supervision at Bachelor's, Master's, Master or PhD level, including summer school
- Development of areas of study, including management of/active participation in and creation of a thriving and fruitful academic study environment
- Participation in/coordination or management of the development of new international study modules/areas/entire degree programmes
- Development and use of new teaching methods and technology
- Holding of special honorary positions within the education area on behalf of the institution

3. Within talent development:

- Supervision at PhD and postdoc level, organisation/management of national and/or international PhD courses
- Strong involvement in talent development by attracting PhD students/postdocs
- Successful development of PhD supervision and PhD course instruction
- Holding of special honorary positions within the talent development area on behalf of the institution

4. Within knowledge exchange:

- Management of knowledge exchange activities/projects
- Application for and attraction of external knowledge exchange funding/strategic research funding
- Outreach activities for potential users of research/knowledge
- Involvement of students in knowledge dissemination activities
- Holding of special honorary positions within the knowledge exchange area on behalf of the institution

The supplement amounts to DKK 35,900 a year, and it is typically expected that the employee may apply for or be recommended for the supplement four years after being employed as a professor. However, it is also possible to apply for or be recommended for the supplement if the employee meets the criteria set.

1.8 Special temporary qualifications supplement (M supplement)

Criteria

In very special cases, an M supplement may be awarded to employees at the associate professor and professor levels who demonstrate a documented and extraordinary performance within the four core areas: research, education, talent development and knowledge exchange.

The supplement is awarded after a specific individual assessment based on the general criteria for qualifications supplements described in section 1 "Qualifications supplement and amounts", the employee's reasoned application and the head of department's recommendation.

The supplement is temporary and may only be paid out for four years. The supplement will lapse at the end of the period without further notice.

Examples of special cases:

- Project management of externally financed projects
- Project management of education development projects
- Project management of knowledge exchange projects
- Project management of comprehensive international talent development projects
- Creation of research environments

The supplement amounts, as a minimum, to DKK 15,000 a year and may be increased at intervals of DKK 15,000 if so agreed.

The supplement is awarded based on a recommendation from the head of department to the dean.

1.9 Recruitment supplement

In special cases, where relevant due to the labour market situation, the head of department or centre may agree special personal supplements with a view to recruitment. Supplements awarded in connection with the recruitment of a new employee are negotiated with the union representative before the employment contract is signed. In connection with the recruitment of academic employees, a recruitment supplement of up to DKK 15,000 may be awarded.

2 Responsibility supplement: Criteria and amounts

Responsibility supplements are awarded to employees who discharge a responsibility which, under a specific agreement, entitles them to a responsibility supplement. A responsibility supplement is awarded to the extent that the responsibility does not already entitle the employee to a supplement under the current rules, including central collective agreements, circulars etc.

The responsibility supplement is only awarded for the period in which the employee discharges the responsibility, after which time it will lapse without further notice; however, no later than on the agreed end date.

The agreement on pay supplements does not cover agreements on time compensation.

The below overview of existing responsibility supplements is based on an agreement concluded with the union representatives in June 2012. The agreement does not preclude renegotiation or negotiation of new types of responsibility supplement.

Responsibility	Responsibility
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	supplement
PhD programme directors	an annual supplement of 30,100
Degree programme directors	an annual supplement of 32,800
Research programme director	an annual supplement of 32,800
Director of studies	an annual supplement of 91,700
Chairman of the Academic Council	-
Members of the Academic Council	-
Chairman of a board of studies (except for the Theology board of studies)	-
Chairman of a board of studies (the Theology board of studies)	-
Members of boards of studies	-
Chairman of a PhD committee	-
Members of a PhD committee	-
Members of degree programme committees	-

2.2 Union representatives

Reference is made to AU's central agreement on incentive supplements for union representatives.

3 One-off bonuses

One-off bonuses are granted for a special and specific contribution within research, education, talent development or knowledge exchange. The award criterion is that the contribution promotes the achievement of Arts' strategy and objectives in an extraordinary manner. The one-off bonus amounts to a minimum of DKK 15,000 and is awarded based on a specific individual assessment.

For example, a one-off bonus may be awarded on the following grounds:

- attraction of extraordinary external funding
- attraction and holding of major international conferences
- attraction and performance of significant knowledge exchange activities
- attraction and performance of significant talent development activities
- completion of extraordinary education projects
- publication of scientific research results of major international importance and reach

- a special contribution to creating a good working environment

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

The one-off bonus will only be awarded to a limited extent.

Fixing and negotiation of pay

The dean authorises heads of departments and centres to fix and negotiate pay in accordance with the current central agreements and within the limits stipulated in this agreement on pay supplements. The fixing and negotiation of pay is done in cooperation with HR and the union representative for the trade union authorised to negotiate in compliance with the centrally agreed negotiation rules for selected groups.

Commencement

The pay agreement covers the staff groups at AU, Arts, mentioned in the agreement.

The agreement will run from 1 January 2012 and until such time as it is replaced by a new agreement. The agreement may be terminated in writing with three months' notice by either party. If the agreement is terminated, the parties will commence negotiations on a new agreement.

Aarhus, 04.10.2012

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Appendices

1. Basic amount table

2012 level	1997 level
DKK 5,000.00	DKK 3,814.87
DKK 10,000.00	DKK 7,629.74
DKK 15,000.00	DKK 11,444.62
DKK 20,000.00	DKK 15,259.49
DKK 25,000.00	DKK 19,074.36
DKK 30,000.00	DKK 22,889.23
DKK 35,000.00	DKK 26,704.10
DKK 40,000.00	DKK 30,518.98
DKK 45,000.00	DKK 34,333.85
DKK 50,000.00	DKK 38,148.72
DKK 51,400.00	DKK 39,216.88
DKK 55,000.00	DKK 41,963.59
DKK 60,000.00	DKK 45,778.46
DKK 65,000.00	DKK 49,593.33
DKK 70,000.00	DKK 53,408.21
DKK 75,000.00	DKK 57,223.08
DKK 80,000.00	DKK 61,037.95
DKK 85,000.00	DKK 64,852.82
DKK 90,000.00	DKK 68,667.69
DKK 95,000.00	DKK 72,482.57
DKK 100,000.00	DKK 76,297.44
DKK 125,000.00	DKK 95,371.80
DKK 150,000.00	DKK 114,446.16
DKK 175,000.00	DKK 133,520.52
DKK 200,000.00	DKK 152,594.88
DKK 225,000.00	DKK 171,669.24
DKK 250,000.00	DKK 190,743.59

Supplements fixed in collective agreements are converted and rounded according to conversion rules of the Agency for Modernisation of Public Administration. Reference is made to the website of the Agency for Modernisation of Public Administration www.modst.dk.

2. Pay structure

The net pay for academic staff comprises:

- Basic pay under the collective agreement with the Danish Confederation of Professional Associations (AC): level 4 (two-year), level 5, level 6 and level 8.
- Position-related supplements fixed in collective agreements, cf. the job structure.
- Possibly a qualifications supplement according to the pay agreement.
- Any responsibility supplement according to the pay agreement (not indicated below).

Technical and administrative staff (AC)

Position	Qualifications supplement
Technical and administrative staff (AC)	DKK 20,000 (first qualifications supplement) DKK 15,000 (subsequent)

Research assistants

Position	Basic pay level	Position-related supplement	Qualifications supplement
Research assistant	Level 4 (lowest)	DKK 37,200	Up to DKK 15,000
Research assistant	Level 8 (highest)	DKK 37,200	

Postdocs and assistant professors

Position	Basic pay level	Position-related supplement	Qualifications supplement
Postdoc/assistant professor	Level 6 (lowest)	DKK 49,300	Up to DKK 15,000
Postdoc/assistant	Level 8 (highest)	DKK 49,300	

professor

Teaching assistant professors, teaching associate professors and teaching lecturers

Position	Basic pay level	Position-related supplement	Qualifications supplement
Teaching assistant professors		DKK 34,100	
		After 3 years DKK 43,900	DKK 13,100 after 3 years DKK 13,100 after 6 years DKK 13,100 after 9 years
Teaching associate professors		DKK 71,800	DKK 13,100 after 3 years DKK 13,100 after 6 years DKK 13,100 after 9 years

Associate professors

Position	Basic pay level	Position-related supplement	Qualifications supplement
Associate professor A	Level 8	DKK 87,900	DKK 20,400
Associate professor B	Level 8	DKK 87,900	DKK 27,400
Associate professor C	Level 8	DKK 87,900	DKK 26,600

Professors with special responsibilities

Position	Base pay	Position-related and qualifications supplement
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Professor w. spec. resp. Level 8

In addition, a pensionable supplement for professors with special responsibilities is awarded, corresponding to the pay level for professors in pay grade 37.

Professors

Position	Pay grade	Qualifications supplement
Professor A	37	51,400
Professor B	37	35,900

3. Negotiation procedure for the annual pay negotiations

The local pay negotiation procedure reflects the process agreed by the Danish Ministry of Finance and the trade unions in connection with the collective bargaining negotiations. For this reason, it is the union representatives elected at Arts who negotiate pay on behalf of the staff. However, professors and part-time lecturers are entitled to negotiate themselves.

The dean authorises heads of departments and centres to negotiate on the part of the management for all employees in the department within the framework of the agreement. HR participates in the negotiations with the department management.

Pay 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.

FSU/LSU will be informed prior to the pay negotiations

To ensure transparency in the process, SU will be 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

It must be endeavoured to create the best possible correlation between finance and HR responsibility, including the correlation between pay formation and achievement of the department's objectives.

Preparing for the negotiations

The union representatives must obtain applications for pay increases from the staff well in advance of the negotiations. Management and the trade unions exchange applications/recommendations before the first negotiation meeting to enable both parties to prepare for the negotiations. Professors exchange possible applications/recommendations directly with their own managers.

Salary negotiations are a mutual dialogue

Managers and union representatives have a joint responsibility for promoting progress and dialogue in the process. All proposals must be negotiated.

Supplements and rejections must be reasoned

The reasons must be based on the criteria for the award of supplements. A reason for the award of supplements must be provided, stating the supplement type. A brief and clear reason for rejections must be provided, which may be based on individual considerations or considerations concerning the required prioritisation in view of the pay structure and budget.

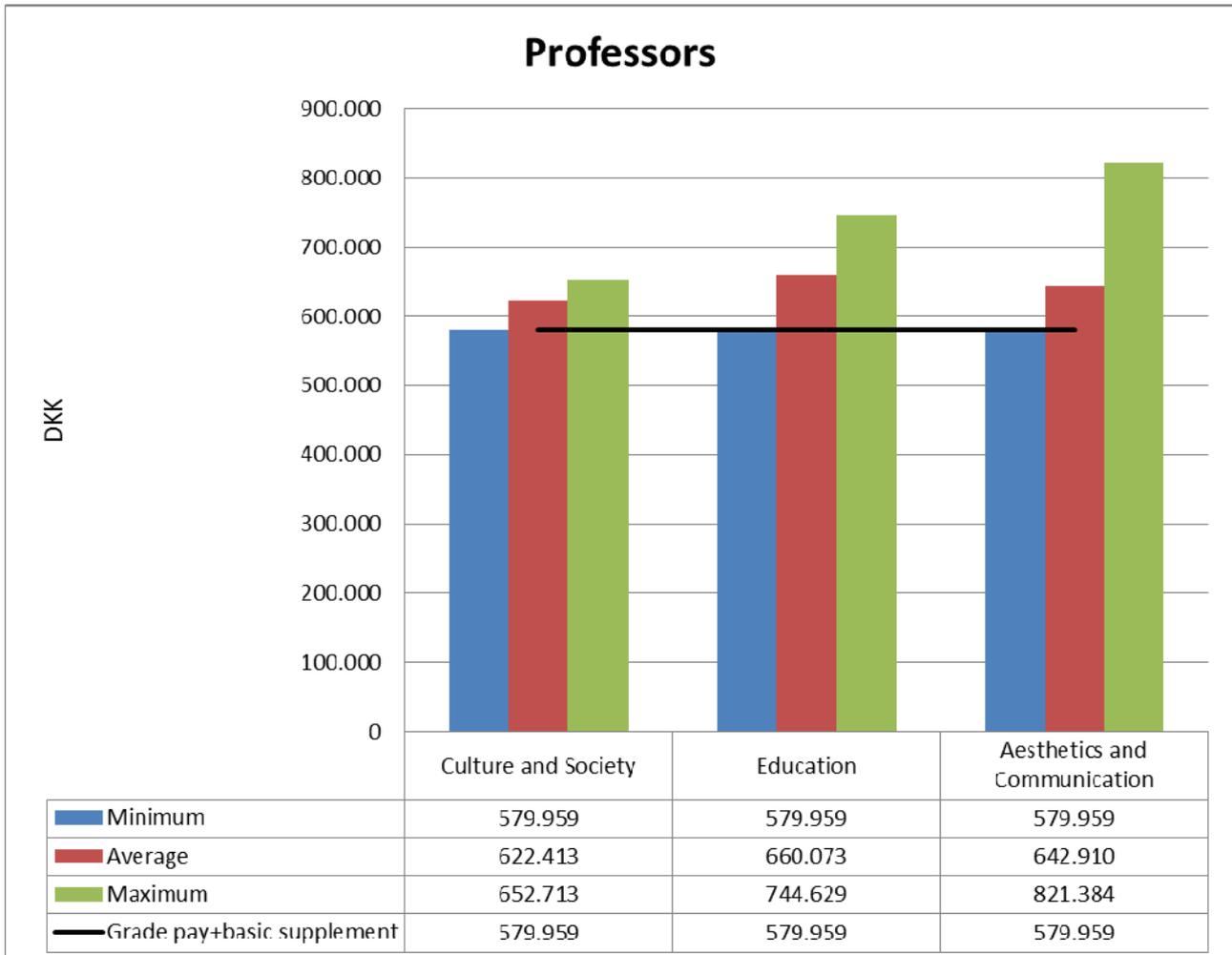
**Negotiation
process and results
are evaluated**

The evaluation, which also comprises relevant statistical material and proposals for possible improvements, will subsequently be discussed in FSU and LSU. HR prepares an evaluation.

4. Current pay levels for associate professors and professors¹

The three figures below show the current pay level for the job categories: professors, professors with special responsibilities and associate professors for the three departments at Arts. The figures were obtained from the Payroll Office at AU.

The annual pay has been calculated as follows: 12 × (grade pay+basic supplement+qualifications supplement in July 2012) converted to a 37-hour full-time position, excluding pension.



¹ By Anders Juul at Finance Arts

Professors with special responsibilities

