
Bylaws for Roskilde University¹

Pursuant to §13 of the University Act (cf. Consolidating Regulation No. 778 of 7 August 2019, as amended), the following Bylaws are laid down for Roskilde University.

Chapter 1 Name and purpose

- §1. Roskilde University is a state-financed, self-governing institution within the public administration, under the supervision of the Minister for Higher Education and Science.
2. The university's registered domicile and legal venue is Roskilde Municipality.
- §2. The university has the task of conducting research and providing research-based education in Denmark to the highest international level within and across the arts, natural science, technical science and the social sciences.
2. The university must cooperate with the surrounding community and contribute to the development of international cooperation.
3. As a key science and culture-bearing institution, the university shall exchange knowledge and skills with the surrounding community and encourage its employees to participate in public debate.

Chapter 2 Research autonomy

- §3. The university has freedom of research. The university must protect research ethics and the freedom of research of the university and the individual researchers.
2. The Rector may instruct employees to undertake specific tasks. The scientific staff have freedom of research and they research freely within the university's research strategy framework at times when they are not required to perform other tasks. The university's research strategy framework covers the entire university's profile. The scientific staff may not be required to perform tasks that occupy their entire working hours over an extended period, so that they are effectively deprived of their freedom of research.

¹ This is a translated version of "*Vedtægt for Roskilde Universitet*". In case of discrepancies, the Danish text applies.

Chapter 3
Influence of employees and students

- §4. The board of directors must continuously ensure that there is co-determination and co-participation of employees and students in significant decisions.
2. The board conducts a general assessment every two years (even years) of employee involvement and participation in significant decisions. The board's assessment is based on a statement from the Rector. Before that, the Rector's statement has been submitted for consideration by the Academic Council and in the Central Liaison Committee.

Election

- §5. The Rector calls elections to the collegiate bodies. The Rector establishes detailed rules for the holding of elections to the boards, councils and committees provided for in the Bylaws. The Rector informs the board of the contents of the election rules.
2. The Rector arranges for the publication of the election results immediately after the results have been determined.
3. Complaints regarding legal questions in connection with a completed election process are decided by the Rector.
- §6. The term of office for the Academic Council, the Doctoral School Executive Committee and the study boards starts on 1 February. The chairman of the Academic Council is elected at the first meeting of the newly elected Academic Council.

Chapter 4
Management

The board of directors

- §7 The board is the university's supreme authority and is responsible for the overall and strategic management of the university. The board has overall responsibility for ensuring the university fulfils its purpose, and that research and education are continually developed. The board shall administer the university's funds efficiently and to the greatest possible benefit of society. The board enters into a strategic framework contract with the minister.
- The board establishes guidelines for the university's organisation, long-term operations and development, including:
- a. Matters relating to organisational arrangements.
 - b. Matters relating to strategic and planning arrangements.
 - c. Matters relating to educational arrangements.

d. Matters relating to financial arrangements.

2. Further details of the board's tasks are set out in the University Act.

Rector

§8. The board appoints and dismisses the Rector in accordance with the applicable rules. The appointment shall occur after public advertisement. The appointment procedure established by the board is set out in Annex 1 to the Bylaws.

2. The Rector must be a recognised researcher within one of the university's disciplines and must have insight into the research and education sector. The Rector must have experience in the management and organisation of research environments and educational environments, and must have insight into the university's work and interaction with the surrounding community.

Pro-rector(s)

§9. The board determines the number of pro-rectors on the recommendation of the Rector. The pro-rector(s) will assist the Rector in the performance of the duties of the Rector.

2. If several pro-rectors are employed, the board shall designate one of the pro-rectors as deputy rector.

§10. The board appoints and dismisses the pro-rector on the recommendation of the Rector and in accordance with the applicable rules. The appointment shall occur after public advertisement. The appointment procedure established by the board is set out in Annex 2 to the Bylaws.

2. The pro-rector must be a recognised researcher within one of the university's disciplines and must have insight into the research and education sector. The pro-rector must have experience in the management and organisation of research and educational environments, and must have insight into the university's work and interaction with the surrounding community.

University Director

§11. The university director assists the Rector in the performance of the Rector's tasks in the areas of administration and administrative development. The university director advises the board and the Rector on legal and financial matters.

2. The university director heads the university's administration. The university administration performs a number of administrative tasks in accordance with rules laid down by the Rector.

§12. The board appoints and dismisses the university director on the recommendation of the Rector and in accordance with the applicable rules. The appointment shall occur after

public advertisement. The appointment procedure established by the board is set out in Annex 3 to the Bylaws.

2. The university director must have an academic education and experience of management.

Composition of the board of directors

§13. The members of the board must jointly have insight into and experience in research, research-based education, knowledge dissemination, knowledge exchange and in the university's other tasks, in order to safeguard the overall and strategic management of the university.

2. The board consists of 9 members and is composed so that the majority of the members are external. The board is composed as follows:

- 5 external members appointed by an appointment body established by the university on the recommendation of a recommendation body established by the university, cf. §16, and
- 1 representative of the university's academic staff, including employed PhD fellows, elected by and from among the academic staff and employed PhD fellows.
- 1 representative of the university's technical-administrative staff, elected by and from among the technical-administrative staff.
- 2 representatives of the university's students, elected by and from among the students.

Chairman of the board

§14. The board is chaired by a chairman appointed by the appointment body for the approval of the Minister for Higher Education and Science on the basis of a recommendation from the recommendation body, cf. §16.

2. The chairman of the board is an external member of the board, cf. §15, and must have experience with strategic management of a large company or organisation, and significant insight into social conditions.
3. The chairman of the board has overall responsibility for the organisation of the work of the board. The chairman of the board is responsible, on behalf of the university, for the strategic dialogue with the Minister for Higher Education and Science, and meets with the minister at least twice a year.

The external board members

- §15. The external members of the board are appointed in their personal capacity. The combined competencies of the external members must reflect the university's tasks. The external members must have insight into research and research-based education, management, organisation and finance, including assessment of budgets and accounts. The external members have a master level education and at least one of these members has experience as a recognised researcher.
2. The term of office of the external board members is 4 years. Reappointment can take place once, so that external members can sit on the board for a maximum of 8 years.
 3. If an external member resigns from the board during their term of office, a new member shall be appointed for a new 4-year term in accordance with the procedure in §16.

§16 Recommendation and appointment of external members of the board, including the chairman of the board, shall be carried out by a recommendation body and an appointment body respectively that have been established by the university, cf. para. 2.

The recommendation and appointment bodies ensure that candidates recommended and appointed as external members of the board, including the chairman of the board, meet the necessary competence requirements and the applicable conditions.

2. The Rectorate is responsible for the timely setting up of the recommendation and appointment bodies and that this occurs in accordance with the applicable rules.
1. The recommendation body consists of 6 members and is composed as follows:
 - The sitting chairman of the board, who chairs the recommendation body for the appointment of 'ordinary' external board members.
 - 1 external board member appointed by the board of directors
 - 1 internal board member appointed by the board of directors
 - 1 representative of the Ministry of Higher Education and Science, appointed by the ministry, and
 - 2 external members appointed by the appointment body. These members are appointed in their personal capacity and must not be members of the appointment body, the university board or be an employee or student at the university.

In the event of the recommendation of a new chairman of the board, the sitting chairman cannot chair or participate in the recommendation body. Instead, the appointment body will appoint a temporary chairman of the recommendation body. This may not be a member of the appointment body, the university's board or an employee or student at the university.

The temporary chairman must have competencies corresponding to the requirements set for the chairman of the board.

The term of office for the members of the recommendation board is 4 years.

Reappointment can take place once, such that the members can sit on the recommendation body for a maximum of 8 years.

2. The appointment body consists of 8 members and is composed and appointed as follows:
 - 5 members elected by the Rectorate following their recommendation by the heads of department, coming from business, public authorities and other educational institutions, etc., who together reflect the university's users and customers, and who are familiar with the tasks of the university. The heads of department recommend candidates from and among the members of RUC's employer panels.
 - 1 representative of the university's employees elected is by the Central Liaison Committee's employee representatives from among its or the Academic Council's employee representatives. This representative may not be a member of the board.
 - 1 representative of the university's students elected by and from among the student representative on the Academic Council.
 - 1 representative of the external members of the university's board, elected by the external members of the board. This representative may not be the chairman of the board.

The term of office for the members of the appointment body is 4 years. Reappointment can take place once, so that the members can be appointed for a combined maximum period of 8 years.

The appointment body elects a chairman from among its external members. The chairman must have experience with management and a broad insight into social conditions.
3. The recommendation and appointment bodies carry out their duties according to the following rules:
 1. The recommendation body prepares competence profiles for the vacant external board positions for public advertisement in order to recruit new external board members, including the chairman of the board. The recommendation body assesses the submitted applications for each external board position or for the chairman's position with regard to the competency profile and ensures that the candidates who are recommended comply with the necessary competency requirements and the applicable conditions generally. The recommendation body shall recommend three candidates, hereof at least 2 of different gender for each vacant position in prioritised order for a decision and appointment by the appointment body.
 2. The appointment body shall finally appoint the external board members based on the recommendation from the recommendation body. In cases where the appointment body finds that the recommended members fail to meet the competence requirements or otherwise have significant, reasoned objections, the appointment body may request the recommendation body to recommend one or more new members.

In the case of the chairman of the board, the appointment body will appoint the candidate who, based on the recommendation of the recommendation body, is deemed to have the best qualifications for the duties of chairman, subject to the approval of the minister.

When appointing new board members, the appointment body must endeavour to ensure that the combined board has a balanced composition of women and men in accordance with the principles of the Equal Opportunities Act.

Prior to the expiry of the term of office of the external board members, including the chairman of the board, the appointing body shall consider whether the body considers it appropriate that the external board members, including the chairman, should be allowed to continue for another four years. If so, and if the external board members, including the chairman, are willing to undertake a new term, the appointment body will re-appoint them.

In the case of the chairman of the board, the re-appointment shall be submitted to the minister for approval. Re-appointment does not require a prior recommendation from the recommendation body.

The internal board members

- §17. For the representatives of the university's academic staff, including PhD fellows, and the technical-administrative staff, the term of office (electoral period) is 4 years, with the possibility of re-election. The term of office for the representatives of the students is 2 years, with the possibility of re-election.
2. If one of the members mentioned in para. 1 resigns from the board or loses their eligibility during their term of office, cf. the university's election circular, the members deputy will take their place. If this is not possible, a new election will be called for the vacant position on the board for the remaining ordinary term of office.

Meetings of the board

- §18. The board exercises its duties in meetings and ensures transparency with regard to its work. The board meetings are open to the public. Meeting materials, including agendas and minutes, must be made publicly available within the framework of applicable legislation.
2. Cases, including documents and information subject to statutory provisions on confidentiality, and cases involving contract negotiations with partners, must be dealt with behind closed doors, and may only be made public based on express legal authority. Cases may also be handled behind closed doors if it is necessary, due to the nature of the case or other circumstances.
- §19. The board shall establish its own rules of procedure.

Rector

- §20. The university's day-to-day management is handled by the Rector within the framework set by the board, cf. the University Act. The Rector represents the university externally, with the exception of economic dispositions regarding real estate.
2. The Rector decides on all matters that are not the purview of the board or other bodies under the University Act or other rules, including, for example:
1. Proposals for strategy and overall planning.
 2. Presentation of the budget to the board and signing of the annual report.
 3. Recommendations to the board regarding disposal of the university's appropriations.
 4. Ensuring coherence and quality development within the university's areas.
 5. Approval of curricula based on proposals from the study boards.
 6. Recommendations to the board regarding the appointment of the pro-rector and the university director.
 7. Appointment and dismissal of the heads of the university's doctoral schools.
 8. Establishment of procedures that ensure the participation and involvement of employees and students in important decisions, etc.
- §21. By agreement with the chairman of the board, the Rector prepares recommendations for the board regarding matters to be dealt with by the board, except for matters relating to the Rector.
- §22. The Rector ensures that the collegiate bodies follow the guidelines and instructions issued.
- §23. The Rector may instruct the collegiate bodies to discuss and issue an opinion on matters within the purview of the body.
- §24. The Rector may authorise the pro-rector, the university director, the deans, the heads of the doctoral schools or the heads of studies to take decisions that fall within the Rector's purview.
2. The authorisation is exercised in accordance with the procedural and content regulations laid down by the Rector.

Chapter 6 Academic Council

- §25. The Rector establishes one Academic Council for the university as a whole. The duties, rights and obligations of the Academic Council are governed by the University Act and include:
1. Advising the Rector on the internal allocation of grants.
 2. Advising the Rector on central strategic research and education areas, as well as plans for knowledge exchange.

3. Advising the Rector on the composition of expert committees to assess applicants for scientific positions.
 4. Awarding of PhD degrees, doctorates and honorary doctorates.
2. The Academic Council can comment on all academic matters of material importance for the university's activities, and it also has a duty to discuss the academic matters submitted by the Rector.
 3. If a majority of members of the Academic Council issue opinions pursuant to the University Act and §24.1, nos. 1 and 2 of the Bylaws, with which the Rector does not agree, the Rector shall inform the board of this when the board deals with the matter in question.
- §26. The Academic Council is comprised of 17 members.
1. Rector.
 2. 10 members representing the academic staff, including employed PhD fellows. There must be at least one representative for each of the departments at RUC. The remaining places shall be distributed to representatives chosen from across the departments.
 3. 6 members representing the students.
 4. 3 representatives of the technical-administrative staff will participate in Academic Council meetings as observers.
2. Members representing the academic staff, including employed PhD fellows, as departmental representatives, are elected by and from among the academic staff and employed PhD fellows at the relevant department. Members representing the academic staff from across the departments, including employed PhD fellows, are elected by and from among the academic staff and employed PhD fellows at the university as a whole. The term of office is 4 years, with the possibility of re-election.
 3. Members representing the students are elected by and from among students enrolled at the university. The term of office is 1 years, with the possibility of re-election.
 4. Observers representing the technical-administrative staff are elected by and from among the technical-administrative staff at the university. The term of office is 4 years, with the possibility of re-election.
- §27. The Academic Council shall elect a chairman from among its members.

Chapter 7 Employer panels

- §28. An employer panel shall be established for each department. The Rector established the employer panels in accordance with the University Act. The size and composition of the panel shall be determined by the Rector on the recommendation of the head of department.

2. Each employee panel shall elect a chairman. After discussion with the board, the Rector shall appoint a joint chairman and a joint vice-chairman from among the chairmen of the employer panels, to represent the employer panels as a whole for a 4-year period. These then constitute the chairmanship of the employer panel.
3. The university ensures that there is a dialogue between the employer panels and the university regarding the education programmes' quality and relevance for society, and shall involve the employer panels in the development of new and existing education programmes, as well as in the development of new forms of teaching and examination. The employee panels may issue an opinion and submit proposals to the university on all matters relating to education. The employer panels shall issue an opinion on all questions submitted to the employer panels by the university.

Chapter 8 Departments and deans

- §29. The university's departments conduct research and undertake teaching at all levels within the disciplines assigned to the individual department.

Dean

- §30. As authorised by the Rector, the dean is responsible for the daily management of the department and takes decisions within the framework stipulated by the Rector.
- §31. The Rector appoints and dismisses the dean in accordance with the current rules. Appointments occur after public advertisement. The appointment procedure established by the Rector is set out in Annex 4 to the Bylaws.
2. The dean must be a recognized researcher, usually within one or more of the department's disciplines, and must have experience with and insight into the education and management of research environments. The dean must have teaching experience and possess professional and managerial legitimacy.
 3. The dean appoints and dismisses the heads of studies on the recommendation of the study board, cf. §38.

Department council

- §32. Each department has an advisory department council. The task of the department council is to advise the dean.
2. Where not restricted by applicable rules on confidentiality, the dean has a duty to inform the department council regarding important departmental matters.
 3. The department council can comment on all matters of material importance for the department's activities and it also has a duty to discuss the matters submitted by the dean.

4. If a majority of the members of the department council submit statements pursuant to para. 3, with which the dean does not agree, the dean will inform the Rector about this when the matter is presented to the Rector.
5. The Rector decides on the size of the department council, cf. §33.1, based on a recommendation from the dean. The Rector can lay down further provisions on the duties of the department council.

§33. The department council consists of:

1. The dean
2. 4 or 6 representatives of the academic staff
3. 2 or 3 representatives of the technical-administrative staff
4. 2 or 3 representatives of the students

The number of members in the department council is either 8 (4 academic staff, 2 technical/administrative staff and 2 students) or 12 (6 academic staff, 3 technical/administrative staff and 3 students).

2. Members representing the academic staff, including employed PhD fellows, are elected by and from among the department's academic staff and employed PhD fellows. The term of office is 3 years, with the possibility of re-election.
3. Members representing the technical-administrative staff are elected by and from among the department's technical-administrative staff. The term of office is for 3 years.
4. Members representing the students are elected by and from among students enrolled on an education programme at the department. The term of office is for 1 years.
5. The department council shall elect a chairperson from among its members.

Chapter 9 Study board and head of studies

Study board

- §34. The study board is responsible for ensuring the organisation, implementation and development of education and teaching in accordance with the University Act, as well as the guidelines issued by the Rector within the framework of the University Act, including:
1. Preparation of draft curricula and their amendments.
 2. Approval of teaching plans and plans for the organisation of teaching and of examinations and other assessments that are included in the examination.
 3. Approval of applications for credits and for dispensations.
 4. Quality assuring and quality developing education and teaching and to monitor the follow-up of education and teaching evaluations.

5. Issuing opinions within its area on all matters of importance for education and teaching and discussing matters of education and teaching presented by the Rector.

§35. Study boards shall be established for bachelor's and master's degree programmes. Study boards may be established for several programmes together.

2. The establishment and abolition of study boards, the determination of their responsibilities and the determination of the membership of the individual study boards will be performed by the Rector.

3. Each study board consists of an equal number of representatives of the academic staff and the students. Each study board must generally consist of at least 4 members.

4. Representatives of the academic staff are elected by and from among scientific employees, who have commitments to or teach at the study board's education programme/field of study and are closely affiliated with Roskilde University. The term of office is 4 years, with the possibility of re-election.

5. The representatives of the students are elected by and from among the students enrolled in the study board's education programmes/field of study. The term of office is 1 year, with the possibility of re-election.

6. In order to ensure broad professional representation on a study board, the Rector may establish detailed rules for the distribution of the board's seats across different electoral areas within the framework of the University Act.

§36. The study board elects a chairman from among its full-time academics, and a vice-chairman from among the students.

2. The chairman is elected for a period of 4 years. The vice-chairman is elected for a period of 1 year with the possibility of re-election.

§37. It is the responsibility of the chairman of the board of studies, unless prevented by a duty of confidentiality, to inform the academic staff and the students about significant issues concerning the study board. The vice-chairman's task is to assist the chairman in this work.

Head of studies

§38. For each study board, the dean appointed by the Rector to be responsible for a bachelor's and/or a master's degree programme, shall appoint one or more head of studies for the programmes in the study board. The dean will make the appointments on the recommendation of the study board.

2. The dean appoints the heads of studies on the recommendation of the study board. In special cases, where a head of studies grossly flouts their authority, the dean may dismiss the head of studies without a recommendation from the study board.

- §39. The task of the head of studies is, in collaboration with the study board and in accordance with the teaching plan approved by the study board, to arrange the practical organisation of teaching and examinations and other assessments that are included in the examination. The head of studies approves the assignment formulation and delivery date for the master's thesis, as well as the associate plan for the supervision of the student.
2. The head of studies manages the allocated teaching resources.
 3. The head of studies distributes the allocated academic staff to the teaching tasks to be performed at the subject/programme.
 4. The head of studies is responsible for the contact with the external examiner chairmanship regarding curricula and examination plans.

Chapter 10

PhD programmes

Joint PhD programme unit, doctoral schools, heads of doctoral schools and doctoral school executive committees

Joint PhD programme unit

- §40. A joint PhD programme unit will be established, which will perform the overall coordination and marketing of the university's PhD programmes and supervise the programmes on behalf of the Rector.

Doctoral schools

- §41. A number of doctoral schools will be established in connection with the departments in order to implement PhD programmes.
2. The establishment and closure of doctoral schools is carried out by the Rector.

Heads of doctor schools

- §42. The heads of doctoral schools are appointed and dismissed by the Rector. The recommendation procedure must ensure that the heads of doctoral schools have academic and managerial legitimacy, are recognised researchers and have experience with and insight into PhD programmes.
- §43. The head of the doctoral school is responsible for the PhD programme activities at the doctoral school.

Doctoral School Executive Committee

- §44. A doctoral school executive committee will be established for each doctoral school to ensure that the students and the academic staff have influence on the PhD process.
2. Each doctoral school executive committee consists of an equal number of representatives of the academic staff and the PhD fellows. The doctoral school executive committee consists of 4-10 members, including:
 1. 2-5 members elected by and from among the academic staff associated with the doctoral school.
 2. 2-5 members elected by and from among the PhD fellows associated with the doctoral school.
 3. The Rector determines the number of members in the doctoral school executive committee on the recommendation of the head of the doctoral school. The term of office is 4 years for the academic staff and 1 year for the PhD fellows. Re-election is possible for both electoral groups.
 4. To assist the Rector, the doctoral school executive committee recommends a chairman from among the doctoral school executive committee's academic staff, and possibly a vice-chairman from among the doctoral school executive committee's student.
 5. The duties of the doctoral school executive committee are set out in the University Act, and include:
 1. Approval of PhD courses.
 2. Preparation of proposals for internal guidelines for the doctoral school.
 3. Statements on evaluation of PhD programmes and supervision.
 4. Approval of applications for credits and for dispensations.
 5. Statements on all matters submitted by the Rector that are of importance for PhD programmes and supervision.

Chapter 11

Roskilde University Library

- §45. Roskilde University Library is a public research library and forms part of Roskilde University. The operation and management of the University Library are carried out by the Royal Library, Copenhagen University Library, by agreement with Roskilde University.

{ §46. Has been repealed }

Chapter 12

Miscellaneous provisions

The university's liquid funds

- § 47. The university's liquid funds are placed in accordance with the applicable placing order, cf. the Universities Act. The funds can be managed by one or more administrative departments approved by the Ministry of Justice.

The university's standard rules of procedure

- §48. The boards, councils and committees etc. established pursuant to the Bylaws shall adopt rules of procedure in accordance with the university's standard rules of procedure.
2. A copy of the adopted rules of procedure shall be sent to the Rector for approval immediately after they are adopted.

Appeals

- §49. An appeal concerning the legality of a decision or the functioning of the Academic Council, a doctoral school executive committee or a study board, shall be forwarded to the body concerned, which is then required to submit the matter to the Rector for a decision.
2. An appeal regarding the legality of a manager's decisions or functioning may be forwarded to the relevant manager, the manager's superior or the appellant's staff representative, who is then required to communicate the appeal to the manager's immediate superior.
3. An appeal concerning the content of a decision generally should also be sent to the body that has made the decision, which is then required to communicate the matter to the appropriate body.
4. Similarly, an appeal regarding the content of a decision generally, may be forwarded to the manager who has made the decision, to their immediate superior or to the appellant's staff representative, who is then required to communicate the appeal to the manager's immediate superior.

Chapter 13 Amendment of the Bylaws

- §50. Proposals for a new Bylaw or an amendment of this Bylaw may be decided by the board of directors by a simple majority. Amendment proposals must be submitted at least 2 weeks before the meeting at which the matter will be considered.
2. The approved proposal for a new Bylaw or amendments to the Bylaws shall be submitted to the Danish Agency for Higher Education and Science for approval after delegation from the Minister for Higher Education and Science.

Chapter 14 Entry into force etc.

- §51. The Bylaws enters into force when it is approved by the Minister for Higher Education and Science.

2. The Statutes for Roskilde University of 18 May 2020 will be repealed at the same time.

Adopted by the board of directors of Roskilde University on 1. December 2022

Carsten Toft Boesen
Chairman of the board

Approved by the Danish Agency for Higher Education and Science on 6 February 2023

Hans Müller Pedersen
Director General

Appendix 1.

Guidelines for appointing a Rector.

- §1. The chairman of the board of directors prepares a draft job advertisement and job description. The chairman also draws up proposals for the media in which the job advertisement should be published. Finally, the chairman prepares a timetable for the appointment procedure.
- §2. The board agrees on the job advertisement, the job description, the publications and the timetable.
- §3. The board decides which candidates are to be called for interviews and then conducts interviews with these applicants.
- §4. Based on the interviews, the board decides which candidate shall be appointed as Rector.
2. The board may decide to use external assistance to assess the applicants.
- §5. The board may decide that the position should be re-advertised if the board considers that none of the candidates fulfil the specified qualifications.
- §6. Within the framework determined by the board of directors, the chairman of the board will conclude an agreement with the selected applicant regarding salary, within the competencies delegated from the Ministry of Higher Education and Science or the Ministry of Finance, as well as employment conditions and date of commencement.

Appendix 2.

Guidelines for appointing a pro-rector.

- §1. The Rector prepares a draft job advertisement and job description. The Rector also draws up proposals for the media in which the job advertisement should be published. Finally, the Rector prepares a draft timetable for the appointment procedure.
- §2. The board agrees on the job advertisement, the job description, the publications and the timetable.
- §3. The Rector establishes an appointment committee to assess which applicants should be called for an interview. The appointment committee conducts interviews with these applicants.
 2. The appointment committee consists of the Rector and representatives of the academic staff, the technical-administrative staff and the students. The Rector chairs the appointment committee.
 3. The Rector may decide to use external assistance to assess the applicants.
- §4. Based on the interviews, the recruitment committee advises the Rector on the most suitable candidate(s) for appointment as pro-rector.
 2. On this basis, the Rector recommends to the board which candidate(s) is most suitable for appointment as pro-rector.
 3. The Rector also informs the board of the grounds for their recommendation, including by providing the board with a non-prioritized, reasoned and written assessment of each applicant's professional qualifications. If there are differences of opinion between members of the recruitment committee, this must be stated in the assessment.
- §5. The Rector may propose to the board that the position should be re-advertised if the Rector considers that none of the applicants fulfil the specified qualifications.
 2. On the basis of the Rector's recommendation, the board shall decide whether to re-advertise the position.
- §6. The board appoints the pro-rector based on the Rector's recommendation.
 2. The board may decide that the position should be re-advertised if the board does not wish to make the appointment based on the Rector's recommendation.
- §7. Within the framework determined by the board of directors, the chairman of the board and the Rector will conclude an agreement with the selected applicant regarding salary, within the competencies delegated from the Ministry of Higher Education and Science or the Ministry of Finance, as well as employment conditions and date of commencement

Appendix 3

Guidelines for appointing a university director.

- §1. The Rector prepares a draft job advertisement and job description. The Rector also draws up proposals for the media in which the job advertisement should be published. Finally, the Rector prepares a draft timetable for the appointment procedure.
- §2. The board agrees on the job advertisement, the job description, the publications and the timetable.
- §3. The Rector establishes an appointment committee to assess which applicants should be called for an interview. The appointment committee conducts interviews with these applicants.
2. The recruitment committee consists of the Rector, the vice-chairman of the university's Central Liaison Committee, and representatives of the management team in the university administration, the technical-administrative staff in the university administration, and representatives of the heads of department and heads of studies. The Rector chairs the appointment committee.
3. The Rector may decide to use external assistance to assess the applicants.
- §4. Based on the interviews, the recruitment committee advises the Rector on the most suitable candidate(s) for appointment as university director.
2. On this basis, the Rector recommends to the board which candidate(s) the Rector considers most suitable for appointment as university director.
3. The Rector also informs the board of the grounds for their recommendation, including by providing the board with a non-prioritized, reasoned and written assessment of each applicant's professional qualifications. If there are differences of opinion between members of the recruitment committee, this must be stated in the assessment.
- §5. The Rector may propose to the board that the position should be re-advertised if the Rector considers that none of the applicants fulfil the specified qualifications.
2. On the basis of the Rector's recommendation, the board shall decide whether to re-advertise the position.
- §6. The board appoints the university director based on the Rector's recommendation.
2. The board may decide that the position should be re-advertised if the board does not wish to make the appointment based on the Rector's recommendation.
- §7. Within the framework determined by the board of directors, the chairman of the board and the Rector will conclude an agreement with the selected applicant regarding salary, within the competencies delegated from the Ministry Higher Education and Science or the Ministry of Finance, as well as employment conditions and date of commencement

Appendix 4

Guidelines for appointing deans

- §1. The Rector prepares a job advertisement and job description. The Rector also determines the media in which the job advertisement should be published. Finally, the Rector determines a timetable for the appointment procedure.
- §2. The position is advertised by the rector on the basis stated in § 1.
- §3. The Rector establishes an appointment committee to assess which applicants should be called for an interview. The appointment committee conducts interviews with these applicants.
 2. The appointment committee consists of the Rector, the university director, a representative of the deans and representatives of the academic staff, the technical-administrative staff and the students. The Rector chairs the appointment committee.
 3. The Rector may decide to use external assistance to assess the applicants.
- §4. Based on the interviews, the recruitment committee advises the Rector on the most suitable candidate(s) for appointment as dean.
 2. The Rector decides on this basis which applicant should be appointed as dean.
 3. The Rector informs the board of the applications received and the basis for their decision.
- §5. The Rector may decide that the position should be re-advertised if the Rector considers that none of the applicants fully fulfil the specified qualifications.
- §6. Within the framework determined by the board of directors, the Rector will conclude an agreement with the selected applicant regarding salary, within the competencies delegated from the Ministry of Higher Education and Science or the Ministry of Finance, as well as employment conditions and date of commencement.