CHARTER OF THE INSTITUTE

This is the English translation of the original German document. In the event of any discrepancies, the most recent German version shall be legally binding and shall prevail.

I. General provisions

Art. 1 Purpose

[1] The Lake Lucerne Institute (hereinafter referred to as the Institute) offers teaching, continuing education, research and services at university level in accordance with Art. 2 of the Articles of Association of Lake Lucerne Institute AG (hereinafter referred to as the Company) and thereby makes an interdisciplinary and practice-oriented contribution to maintaining and improving favourable living conditions for the population.

Art. 2 Guarantees

[1] The Institute has autonomy in accordance with the provisions of this Charter.

[2] The freedom of teaching and research is guaranteed.

[3] The Institute ensures that the members of the Institute take into account and promote the concerns of environmental protection and sustainability as well as gender equality in the areas of teaching, research, continuing education and services.

Art. 3 Financial resources

[1] The Institute is financed by the shareholder of the Company.

[2] In particular, the following may serve as further financial resources:

1. contributions from the Confederation and the cantons for enrolled students;
2. contributions from research funding institutions, in particular the Swiss National Science Foundation (SNSF);
3. contributions for teaching and research projects;
4. income from contract research;
5. contributions from cooperation partnerships;
6. tuition and examination fees.

Art. 4 Cooperation

[1] In order to achieve, in particular, academic added value, synergies and efficiency gains, the Institute cooperates within its areas of activity, while safeguarding its independence in teaching and research as well as continuing education, with:

1. accredited universities, higher education institutions and research institutions in Switzerland and abroad;
2. local, national and international university-affiliated operations, facilities, institutions and companies active in practice.

[2] Cooperation projects whose costs are not covered by the budgets require the approval of the Board of Directors.

Art. 5 Engagement of experts

[1] All bodies of the Institute may engage renowned experts in an advisory capacity to fulfil their tasks.

II. Board of Directors

Art. 6 Duties and responsibilities

[1] With regard to the organisation under company law, the Company is managed by the Board of Directors.

[2] With regard to the Institute, the Board of Directors has the following non-transferable and inalienable duties:

1. enacting and amending this Charter after consulting the Academic Board and the Institute Assembly, which may propose amendments;
2. enacting the Institute strategy within the framework of the agreements with the Foundation after consulting the Academic Board, as well as ensuring the implementation of these agreements and the Institute strategy by the bodies of the Institute;
3. issuing framework and budget guidelines for the Rector;
4. deciding on the budget, the strategic reserve for setting priorities in research, teaching and continuing education, and on the tuition and examination fees, upon the proposal of the Rector;
5. approving any regulations as well as the organisational regulations of the Academic Board and the Institute Assembly;
6. electing the President of the Academic Board and the other members of the Academic Board, as well as removing them from office for good cause;
7. electing the Rector upon the proposal of the Institute Assembly, as well as removing the Rector from office for good cause;
8. approving the appointment of Professors and Assistant Professors upon the proposal of the Rector;
9. establishing and discontinuing degree programmes and continuing education programmes upon the proposal of the Institute Assembly;
10. deciding on matters arising from this Charter or submitted to it by the Academic Board, the Institute Assembly or the Rector.

III. Bodies of the Institute

Art. 7 Structure

[1] The Institute is divided into the following bodies:

1. Academic Board;
2. Institute Assembly;
3. Executive Board.

1. Academic Board

Art. 8 Function, composition, election and term of office

[1] The Academic Board is the academic supervisory body of the Institute.

[2] It consists of three to seven members who come in particular from academia, business and society. The majority has academic experience.

[3] The term of office is four years. Re-election is permitted.

[4] The Rector participates ex officio in the meetings of the Academic Board in an advisory capacity and with the right to make proposals, insofar as the Academic Board does not deliberate without the Rector.

[5] Apart from the election of the President, the Academic Board organises itself and enacts organisational regulations governing convocation, decision-making including written and electronic resolutions, and representation; these are subject to approval by the Board of Directors.

Art. 9 Duties and responsibilities

[1] The Academic Board:

1. comments on the Institute strategy and supervises its implementation in teaching and research;
2. enacts disciplinary regulations upon the proposal of the Institute Assembly;
3. elects the Vice-Rectors upon the proposal of the Rector and after consulting the Institute Assembly; the Board of Directors appoints them;
4. ensures controlling as well as quality assurance of the Institute's teaching, research and services in accordance with the requirements of the Higher Education Act (HEdA/HFKG) and the quality standards for institutional accreditation pursuant to the HEdA Accreditation Ordinance, Annex 1;
5. determines, after consulting the Institute Assembly, the rules of scientific integrity and good scientific practice to be observed by researchers;
6. enacts, where necessary, provisions on the secondary activities of full-time Professors;
7. assesses the Executive Board annually for the attention of the Board of Directors;
8. prepares the academic evaluation of the Institute's applications to the LLUI Charitable Foundation in accordance with the latter's grant regulations.

[2] The Academic Board may appoint an advisory board of scientifically recognised individuals to advise it.

2. Institute Assembly

Art. 10 Function, composition, election and term of office

[1] The Institute Assembly is the academic governing body of the Institute.

[2] The number of members of the Institute Assembly is at least seven. In each composition, the majority of the members entitled to vote must consist of teaching staff (Art. 24 para. 1) including the Rector.

[3] All Professors by appointment have a seat with voting rights in the Institute Assembly.

[4] The titular Professors as well as the Teaching and Research Fellows together have at least one delegate with voting rights.

[5] The academic staff (middle tier) and the students, and where possible also the administrative and technical staff, each have at least one delegate with voting rights. Each grouping determines its own representation. Any enlargement of the delegation of one or more of these groupings within the quorum pursuant to para. 2 of this Article is determined by the Academic Board.

[6] The term of office for student members and delegates pursuant to para. 4 is two years, and four years for the other members. Re-election is permitted.

[7] The Rector is ex officio a member of the Institute Assembly for the duration of their mandate and chairs it. The Vice-Rectors are ex officio members with voting rights.

[8] The Institute Assembly organises itself and enacts organisational regulations governing convocation, decision-making including written and electronic resolutions, representation, and the procedure for the motion to elect the Rector; these are subject to approval by the Board of Directors.

Art. 11 Duties and responsibilities

[1] The Institute Assembly:

1. enacts, subject to the approval of the Board of Directors, regulations on degree programmes, examinations and doctorates and, where necessary, on habilitations, appointments and continuing education;
2. proposes to the Academic Board the enactment of disciplinary regulations;

3. proposes to the Board of Directors the establishment and discontinuation of degree programmes and continuing education programmes;
4. proposes to the Board of Directors the election of the Rector;
5. proposes to the Board of Directors the establishment and dissolution of organisational units within the Institute;
6. establishes, upon the proposal of the Rector, a commission for research, a commission for quality assurance and a commission for equality, and where necessary a commission for teaching and further standing and non-standing commissions for specific tasks; all groupings and the Central Services are represented in the commission for quality assurance; members of the Institute who do not belong to the Institute Assembly as well as external persons may also be appointed as members.

3. Executive Board

Art. 12 Composition and duties

[1] The Executive Board consists of the Rector, the Vice-Rectors and the Head of Institute Management. The Rector chairs it.

[2] It is entrusted with the management of the Company's business in accordance with the organisational regulations (Art. 20 para. 2 of the Articles of Association).

Art. 13 Rector: election and term of office

[1] The Rector is elected by the Board of Directors upon the proposal of the Institute Assembly.

[2] The term of office is four years. Re-election is permitted.

Art. 14 Rector: duties and responsibilities

[1] The Rector exercises the operational and academic leadership of the Institute and represents it externally.

[2] Subject to the budgetary authority of the Board of Directors and in accordance with the signature regulations, the Rector concludes cooperation agreements.

[3] The Rector chairs the Institute Assembly and the appointment committees.

[4] The Rector proposes to the Board of Directors the budget, the strategic reserve for setting priorities in research, teaching and continuing education, and the enactment of the tuition and examination fees.

[5] The Rector proposes to the Board of Directors the appointment of Professors and Assistant Professors.

[6] The Rector proposes to the Academic Board, after consulting the Institute Assembly, the election of the Vice-Rectors.

[7] The Rector proposes to the Institute Assembly the establishment of the commissions pursuant to Art. 11 no. 6.

[8] The Rector is responsible for preparing the business and the motions to the Board of Directors, the Academic Board and the Institute Assembly, with the exception of the motion for the Rector's own election.

[9] The Rector further performs all duties and responsibilities in the academic organisation

1. assigned to the Rector by this Charter;
2. that are not assigned to any other body.

[10] The Rector designates a Vice-Rector as deputy.

Art. 15 Vice-Rectors

[1] Vice-Rectors may be elected for the areas of research and teaching, and further Vice-Rectors where necessary. They head their area on behalf of the Rector.

[2] The term of office is four years. Re-election is permitted.

Art. 16 Institute Management

[1] The Head of Institute Management exercises the administrative and technical leadership of the academic organisation of the Institute, including the library; the Head is responsible in particular for communication, the study and examination system, and quality management and accreditation procedures.

[2] The Head is appointed by the Board of Directors upon the proposal of the Rector. The Rector may assign further tasks to the Head under the Rector's supervision.

IV. Organisational units of the Institute

Art. 17 Structure

[1] The Institute is divided into the following organisational units:

1. Departments;
2. Centres and any commissions.

1. Departments

Art. 18 Organisation

[1] For teaching, continuing education, research and services, the Institute is organised into Departments.

[2] The Departments organise themselves and enact, where necessary, organisational regulations. Any organisational regulations must be submitted to the Rector for approval.

2. Centres

Art. 19 Organisation

[1] The Institute and the Departments may form Centres.

[2] The Centres organise themselves and enact, where necessary, organisational regulations. Any organisational regulations must be submitted to the Rector for approval.

[3] Where necessary, standing or non-standing commissions may be established.

V. Members of the Institute

Art. 20 Groupings

[1] Members of the Institute are:

1. the students;
2. the teaching staff;
3. the academic staff (middle tier);
4. the administrative and technical staff.

[2] They form corresponding groupings.

[3] The groupings organise themselves for the exercise of their participation and representation rights and enact, where necessary, their own organisational regulations. These organisational regulations are subject to approval by the Rector.

[4] A person employed at the Institute at a level of at least 50 percent is employed full-time. A person employed at less than 50 percent is employed part-time. Several employment contracts at the Institute are added together.

Art. 21 Participation and representation rights

[1] The groupings have the following participation and representation rights:

1. the teaching staff or its delegates, as well as delegates of the academic staff, the administrative and technical staff and, where possible, delegates of the students, participate in the Institute Assembly, whereby the teaching staff (Art. 24 para. 1) together with the Rector must hold the majority of votes;
2. the representatives of the students and of the academic staff participate, alongside the representation of the teaching staff, in appointment committees for the appointment of Professors, whereby the teaching staff (Art. 24 para. 1) together with the Rector must hold the majority of votes;
3. representation in other bodies and institutions of the Institute is determined, where necessary, in the respective regulations.

1. Students

Art. 22 Admission

[1] Students are admitted on the basis of their enrolment in degree programmes, degree qualifications, doctorates and continuing education. Admission restrictions may be introduced for capacity reasons.

[2] The study and examination regulations govern the details, including de-registration.

Art. 23 Tuition fees and fees for continuing education

[1] The tuition fees are set by the Board of Directors upon the proposal of the Rector and after consulting the representation of the students.

[2] The schedule of fees governs the details.

2. Teaching staff, academic staff (middle tier) and administrative and technical staff

Art. 24 Teaching staff

[1] The teaching staff consists of:

1. Professors by appointment, namely full and associate Professors as well as Assistant Professors with and without tenure track;
2. titular Professors, namely Visiting Professors;
3. Teaching and Research Fellows.

[2] Professors, with the exception of Assistant Professors without tenure track, are appointed on the basis of an international public call for applications and the proposal of an appointment committee and are subsequently employed; at least one renowned external subject expert participates in the appointment committee.

[3] Exceptionally, holders of full professorships at universities in Switzerland and abroad may be appointed and employed without an international call for applications upon the proposal of an appointment committee.

[4] The appointment and employment are made upon the proposal of the appointment committee by the Rector, subject to the approval of the Board of Directors. Professors by appointment are employed full-time.

[5] Renowned university Professors may be employed by the Rector as Visiting Professors, for a fixed or indefinite period, with a teaching assignment pursuant to Art. 319 et seq. CO, without an international call for applications and without an appointment committee.

[6] The details are determined by appointment regulations. These may provide for a simplified appointment procedure for Assistant Professorships without tenure track.

[7] The notice period for full professorships and associate professorships is at least 12 months. Termination may be combined with a severance payment.

[8] Teaching and Research Fellows pursuant to para. 1 no. 3 are employed either for individual semester or annual weekly teaching hours or for a part-time workload under fixed-term employment contracts pursuant to Art. 319 et seq. CO. The employment is made by the Rector. The teaching assignment may be combined with a research assignment.

Art. 25 Academic staff (middle tier)

[1] Academic staff without a professorship are employed for teaching and research under an indefinite or fixed-term employment contract pursuant to Art. 319 et seq. CO.

[2] Research associates writing a dissertation are generally employed under an employment contract limited to three years pursuant to Art. 319 et seq. CO.

[3] The employment is made by the Rector upon the proposal of the responsible organisational unit or the responsible Professor.

[4] Academic staff may assume teaching obligations, including with an additional teaching assignment pursuant to Art. 24 para. 8. They remain members of the academic staff and exercise their participation rights within this grouping.

Art. 26 Administrative and technical staff

[1] Administrative and technical staff are employed under an indefinite or fixed-term employment contract pursuant to Art. 319 et seq. CO.

[2] The employment is made by the Head of Institute Management upon the proposal of the responsible organisational unit or the responsible Professor.

VI. Miscellaneous provisions

Art. 27 Intellectual property rights

[1] Unless otherwise agreed by contract, all rights to intellectual property, including copyrights, created by persons in an employment relationship in the exercise of their official duties belong to the Company. The rights to scientific publications are excepted; they remain with the author.

[2] In the use and transfer of copyrighted works, the interests of the employees involved must be appropriately taken into account.

[3] Primary data generated within the framework of research projects at the Institute remain, unless otherwise agreed by contract, the property of the Company.

[4] The Board of Directors may regulate the details, in particular inventor compensation, re-transfer and spin-offs, in a set of regulations.

Art. 28 Infrastructure for teaching, research, continuing education and services

[1] The Board of Directors provides for the necessary infrastructure of the Institute for teaching, research, continuing education and services.

[2] Market-standard rents may be charged to the Institute for this purpose.

Art. 28a Conflicts of interest

[1] The disclosure of conflicts of interest and recusal are governed by the Conflict of Interest Regulations.

Art. 29 Disciplinary measures

[1] For misconduct in examinations and written work, the Rector may, while observing the principle of proportionality, impose in particular the following disciplinary measures on a case-by-case basis:

1. a warning;

2. a reprimand;
3. an insufficient grade;
4. temporary or permanent exclusion from teaching, from examinations or from studies;
5. the withdrawal of diplomas and titles.

Art. 30 Legal protection

[1] An appeal against disciplinary measures of the Rector may be lodged with the Appeals Committee within 30 days.

[2] In the case of insufficient assessments in examinations and written work, students may request an oral discussion with the responsible instructor. If the instructor rejects the request during the discussion, the instructor shall notify the student in writing with reasons. On the basis of the written notification, the student may lodge an appeal with the Appeals Committee within 30 days.

[3] The Board of Directors establishes an independent Appeals Committee. It is chaired by an external legal expert; the committee further includes one member each of the teaching staff and of the students. Members of the Executive Board and of the Academic Board are not eligible. The Appeals Committee decides definitively after a hearing pursuant to Art. 53 of the Code of Civil Procedure (CPC).

VII. Transitional provisions

Art. 31 Establishment organisation and current terms of office

[1] Elections and appointments by the Board of Directors during the establishment organisation remain valid.

[2] The delegates appointed by the Board of Directors exercise their office as Vice-Rectors until the end of their term of office.

[3] The Board of Directors records the start and end of the current terms of office by resolution dated 5 November 2026.

[4] Until the Appeals Committee is established, legal protection is governed by Art. 30 of the Charter of 26 September 2025.