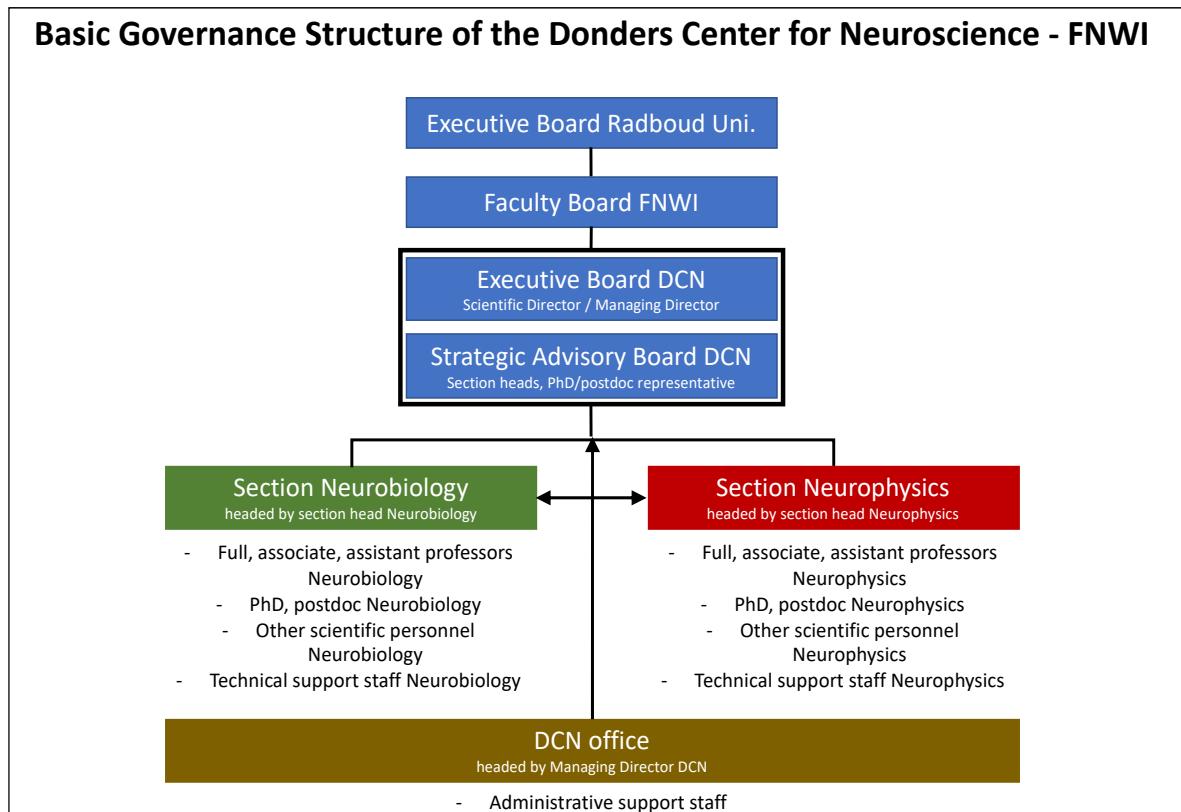


EXPLANATION OF THE BASIC STRUCTURE OF THE DONDERS CENTER FOR NEUROSCIENCE INCLUDING THE CORRESPONDING MANDATES

Partly on the basis of discussions on this matter with the scientific and non-scientific staff of the Donders Center for Neuroscience (DCN), the DCN board proposes to establish a new DCN governance structure. This structure is shown schematically in the figure below.

In the following paragraphs, we will briefly explain the various parts of this structure and their corresponding responsibilities, powers and mandates attached to these.



Executive Board Radboud Uni.

(in Dutch: College van Bestuur)

This is the highest authority of Radboud University.

Faculty Board FNWI

(in Dutch: Faculteitsbestuur)

This is the highest authority of the Faculty of Science.

Executive Board DCN

The (day to day) management of the institute is in the hands of the Executive Board. This is in a formal sense the scientific director of the Donders Center for Neuroscience (DCN), who therefore also carries the ultimate responsibility. The proposed composition of the Executive Board of DCN is as follows:

- The Scientific Director, who is in the executive board ultimately responsible for all activities within DCN.
- The Managing Director, who is in DCN primarily responsible for the business operations of DCN, including the coordination of the administrative support structure.

The Strategic Advisory Board DCN

The Strategic Advisory Board is constituted of:

- All Section Heads of the DCN.
- A PhD/postdoc representative.
- The Executive Board.

The Strategic Advisory Board operates as the strategic advisory body of the Executive Board for all strategic issues in the DCN. It meets twice a month. The scientific director chairs the meetings. It is an agreement-oriented consultation. If no agreement can be reached, the issue may be brought back to the table in a following meeting. If again no agreement can be reached, the Executive Board takes the final decision. Section heads and the PhD/postdoc representative send a replacement in case they are not able to join the meeting.

Section

Sections are the scientific units of the DCN. They are based on the 'kernegebieden' as defined in the 'leerstoeleplan'. Initially, the sections will be Neurobiology and Neurophysics. All DCN research activities take place in sections. Furthermore, teaching activities of a certain 'kernegebied' are coordinated within a section.

A section is headed by the section head. All permanent scientific staff (full, associate, assistant professors) members choose a preferred section based on their primary teaching and research activities. PhDs, postdocs and other personnel will fall under the same section as the primary daily supervisor. Furthermore, technical support staff is employed within a section.

DCN office

DCN office is the administrative unit of the DCN. DCN office facilitates the administrative support for the DCN sections and the DCN board. It is headed by the Managing Director. All administrative support staff (e.g., secretaries) is employed within DCN office.

Appointment, mandates, and responsibilities

The **Scientific director** is – *in accordance with the FNWI profile for Scientific director* - ultimately responsible for all activities of DCN and has the authority/mandate to take the final decisions. The scientific director is a full professor and will be appointed by the dean for a period of 4 years, renewable for another period of 2 years, and appointment procedures will be in accordance with Faculty guidelines. Preferably, two consecutive scientific directors are from different DCN sections. The scientific director reports to the Dean of FNWI.

The **Managing director** DCN is – *in accordance with the FNWI profile for Managing director* - the first responsible for a portfolio of activities in the administrative support structure. This is a permanent position, and the managing director reports to the Scientific director.

The **Section head** is member of the Strategic Advisory Platform and is responsible for development and implementation of the Section-strategy (research & teaching). In particular, the section head holds the portfolio 'teaching' within the DCN board and is responsible for the coordination of all DCN teaching activities that fall under the specific 'kernegebied'. The section head is appointed by the Scientific director for one term of 3 years which cannot be extended. The section head is an assistant, associate or full professor. The section head reports to the Scientific director.

Appointment procedure section head:

- The current section head – after consultation with the section staff members – will propose an ‘informateur’ to the scientific director
- The scientific director will approach the ‘informateur’ and will inform the staff members about the procedure
- Staff members can indicate their interest in becoming section head to the ‘informateur’, but the ‘informateur’ will also consider staff members that do not volunteer
- The ‘informateur’ will search for a suitable candidate that is supported by most section members; during this process, the ‘informateur’ will have separate meetings with all staff members of the section
- The ‘informateur’ works independently and without consultation with the DCN board
- Next to scientific excellence of and section-wide support for the candidate, the ‘informateur’ will also consider balance of gender, diversity, and seniority within the DCN board
- The ‘informateur’ will propose the identified candidate to the scientific director, including a report about the process; volunteers that have not been selected will also be discussed
- The scientific director will initiate a meeting with the proposed candidate and the ‘informateur’
- The scientific director will appoint the new section head upon approval by the DCN board

The **PhD/postdoc representative** is member of the Strategic Advisory Platform and is responsible to represent the interests of all PhD and postdocs of DCN. The representative will be appointed by the Scientific director for a period of 1 year. Appointment will be based on the recommendation of the DCN PhD/postdoc council. In function as a PhD/postdoc representative, the representative reports to the Scientific Director.

In appointment procedures measures can be taken to enforce gender and diversity balance of the strategic advisory board.

All **employees within a section** answer to the section head.

In certain cases, the section head can deligate the supervisory role to other members of the section:

- The supervisory role for associate and assistant professors can be deligated to another full professor within the section.
- The supervisory role for scientific staff (PhD, postdoc, etc.) can be deligated to another full, associate, assistant professor within the section.
- The supervisory role for technical support staff can be deligated to another full, associate, assistant professor within the section. However, the section head remains responsible for the overall coordination of technical support within the section.

Delegated supervisory roles also have consequences for the annual appraisal interviews (see below). Every year, an updated list of delegated roles is presented to the DCN board and HR advisor by the section head.

All **employees of DCN office** answer to the managing director.

Specific procedures

Annual appraisal interviews

Scientific director:

The scientific director does the annual appraisal interview with the dean. The head of HR and vice-dean of research joins these interviews.

Section head:

The executive board does annual appraisal interviews with all section heads. In this interview, all staff members of a section will be discussed. It is therefore important that the individual interviews (see below) were completed before this meeting. The HR advisor joins these interviews. The teaching director in question joins the interview for the part about education.

Full professors:

The section head does annual appraisal interviews with all full professors of the section. The HR advisor joins these interviews.

Assistant/Associate professors:

In principle, the section head does annual appraisal interviews with all assistant and associate professors of the section. This task can be delegated (see above).

PhD/postdoc/other scientific staff:

According to university regulations, the section head is responsible for having annual appraisal interviews with all scientific staff of the section. However, for PhDs and postdocs it is common practice to delegate this task to the daily supervisor. For PhD candidates, annual appraisal interviews are replaced by the checkpoints of the Donders graduate school.

Technical support staff:

In principle the section head does annual appraisal interviews with all technical staff of the section. If the supervisory role has been delegated, this task can be delegated.

Managing Director:

The scientific director does the annual appraisal interview with the managing director. The HR advisor joins the interview.

Administrative support staff:

The managing director does the annual appraisal interview with the administrative support staff. The HR advisor (or another representative of the FNWI staff departments) joins these interviews.

Education

Within DCN, all teaching activities of a certain 'kernegebied' are coordinated within a section. To do this, the section head has regular contact with the teaching director and other relevant members of the teaching institute in question. In addition, there is regular contact between all section heads of DCN to discuss cross-section teaching activities (e.g. about full, associate, assistant professors that teach in several kernegebieden). The section head is also responsible to evenly distribute teaching-related management activities amongst group leaders of the section.

DCN technical support

Technical support should be overarching and long-term activities for exclusively one research group should be avoided.

The section head is responsible for the coordination of technical support within the section. In addition, there is regular contact between all section heads of DCN to discuss the coordination of cross-section technical support.

The technical support staff of each section appoints one representative. This representative will join DCN staff meetings on a regular basis, and occasionally will be invited to DCN board meetings if for the technical support staff relevant topics are discussed.

Practical organization of the DCN technical support system:

- Every DCN technical assistant (TA - *Dutch: Onderzoeks- en Onderwijsmedewerker*) has a DCN PI who acts as supervisor.
- If a DCN PI requires assistance of a DCN TA, (s)he contacts the TA's supervisor with information about the type of work, the expected workload, urgency, and other relevant specifics.
- The TA and the supervisor have regular (e.g., weekly or bi-weekly) meetings to discuss ongoing activities as well as the new task request(s) that need to be planned.
- This will result in the inclusion of the new experiments/tasks in the TA's schedule, after which the TA will contact the requesting DCN PI.
- TA's keep a working calendar/schedule with information about ongoing, past, and planned tasks.
- In principle, every DCN PI can request assistance from any of the DCN TA's with the required expertise, although in practice the actual needs will depend on the specific research lines.
- If a TA's work has contributed significantly to a paper, the TA will be included as a co-author (consistent with the international criteria for co-authorship).

Note: a clear distinction should be made between tasks performed by a TA for a given PI, and training PhD students or postdocs in particular experimental procedures.

For explaining methods or procedures, PhD students and postdocs can approach TAs directly to ask for advice (but they cannot ask the TA to perform experiments/tasks).

DCN administrative support staff

Administrative support should be overarching and long-term activities for exclusively one research group should be avoided.

The managing director is responsible for the coordination of the administrative support within DCN based on the needs of individual sections and the DCN as a whole.

Practical organization of the DCN administrative support system:

- If not announced differently, the physical DCN secretariate is open every working day; the present management assistant(s) can be approached with *ad hoc* requests
- Every research group is assigned to a management assistant for day-to-day administrative support
- In case of absence, one of the other management assistants takes over; this will be communicated with the group leader

- There are several overarching tasks that are taken care of by one management assistant for the entire DCN
- A list of research group specific tasks and overarching tasks is provided by the management assistants upon request; this list is updated on a regular basis based on needs and capacity
- Additional needs for administrative support can be discussed with the managing director, who then will discuss with the admin team if and how this support can be provided

Finances

In line with the policy cycle of the Radboud University and the Faculty of Science in particular, the managing director in collaboration with the financial and the human resource department of the Faculty of Science draws up an overall annual budget based on the institute's strategy. The budget is approved by the DCN strategic advisory board. The scientific director has final responsibility for the DCN budget.

1st money stream

Each section as well as DCN office has a distinct 'kostenplaats'. Individual research groups do not have their own kostenplaats. However, there are a number of 'verbijzonderingen' for specific purposes (e.g. start-up packages) that might be linked to an individual full, associate, or assistant professor.

Section consumable budget

Each section has an annual consumable budget of 5.000 EUR/fte full, associate, or assistant professor. The annual budget per section will be determined during the annual budget cycle of DCN and will be based on the personnel list that is used for drawing up the overall DCN budget. The section head is responsible for the section consumable budget and that it is spent in a useful way and in agreement with the section members.

The section consumable budget can for example be spent on:

- Section-specific events and initiatives
- Publication costs
- Costs for recruitment of PhDs/postdocs
- Computers/tablets
- General section-specific material costs
- Travel
- Etc.

General DCN consumable budget

DCN office has an annual consumable budget of 40.000 EUR. The managing director is responsible for the general DCN consumable budget.

For example, this budget will be spent on:

- costs related to hiring new scientific staff (full, associate, assistant professors) and support staff
- contributions to thesis printing costs
- DCN broad seminars and staff retreats
- DCN broad celebrations (incl. presents)
- Furniture
- Telephone costs
- Printing costs
- Office supplies
- General chemicals (e.g. CO₂)

- General IT infrastructure

Costs for *data management/storage* are part of the general DCN budget and do not have to be paid from consumable or project budgets.

Other money streams

Projects are administered within the kostenplaats of a section. In consultation with the managing director, DCN overarching projects are either administered within the kostenplaats of one of the sections, or within the kostenplaats of DCN office.

Overhead compensations contribute to the overall DCN budget. In line with the project budget drawn up by the financial department, and agreed on by the managing director, unavoidable project deficits are settled with the overall DCN budget (not with the consumable budget of a section).

In a transition period of max. two years, currently running projects will be administered within the old kostenplaats of the current department and new projects (incl. project applications) will be administered within the new kostenplaats of the section.