1. Stimulation of further interaction between different groups at Nikhef

- How can we strengthen links between the GW group and the rest of Nikhef?
    - What explicit actions/initiatives can help?
- Is there room for theory-meets-experiments type or cross platform initiatives?
    - How do we keep building our community?
- Do we want more interaction between groups?

2. Strategy for large funding proposals

Think of the national road map and ENW-XL

- How can we maximize our chances for success in attracting (roadmap) funding?
- What is our "backup" plan or strategy if we do not succeed in getting enough funding?
- What is our Nikhef funding strategy?
    - Shoot at as many targets as we want or select who applies?
    - How do we stimulate people to apply for large funding?
- Do we need a Nikhef directorate to orchestrate the different efforts?
- Do we need a grant office?
    - And if yes, for what purpose (proofreading, practice sessions, info, …)?
    - Who is responsible for the grant office?

Background:
Many proposals are submitted every year, including several large ones. It might be that they are competing against each other, which makes one wonder whether a grant office should coordinate these efforts.

3. How do we attract and keep the best talents

- What secondary benefits would make you more inclined to stay at Nikhef?
- How can we better advertise the opportunities for hands-on experience offered by Nikhef to prospective graduate students?
- Should we start a visible and high-profile Nikhef fellowship with a broad campaign?
- Should Nikhef actively try to create more permanent positions or reserve funding for PhD and PD?

4. Balancing hybrid working

- How do we maintain the stimulating Nikhef environment when working in hybrid mode?
- How to make sure personal contacts happen sufficiently without becoming restrictive?
- Which “rules” concerning hybrid working are useful and which are counter-productive?
- What do you think of the Nikhef policy to encourage being present on Tuesdays and Thursdays?

Materials
Nikhef Guidelines for Hybrid working can be found linked to the indico page

5. Diversity and Inclusion

- How can Nikhef increase diversity among its staff and students?
- What should be the percentage goals for diversity at each level?
    - Should this reflect Dutch society numbers, application percentage, previous level percentage?
    - Recently, we hired a lot of women, aren't we done?
- How should we educate the Nikhef community on our values and on behavioral expectations, including how best to react to inappropriate language, body-language,micro-aggressions or any form of discrimination?
- Should Nikhef organize training such as bystander training and bias training for staff and students? If so, how should people be encouraged to go?
- What should be the milestone years in the Diversity and Inclusion Project?
- What kind of funding schemes could we propose to NWO to improve diversity, in addition to the existing programs of Mosaic and Wise?

Background:
Bystander training is training for a select group of people who are taught to intervene in situations that are exclusive or offensive. Often, these are not recognized or recognized only too late by untrained people. Training for staff and students: at the UvA Institute of Physics, after a detailed report, it turned out that a lot of inappropriate comments were made by students (even master and bachelor level students), not only staff.

6. Sustainability

- What can Nikhef do to inspire people to make more sustainable choices in their (work)life? E.g. to
    - Reduce printing, recycle e-ware
    - Reduce energy usage of Nikhef buildings
    - Reduce reliance on disposables
    - Make sustainability part of research proposals
    - Reduce travel and use more sustainable travel options
- What would convince you to travel sustainably?
- How can Nikhef balance sustainable travel with networking opportunities for young researchers?
- How to integrate sustainability in the 'welcome package' for new employees of Nikhef?
- How to incorporate sustainability in every process of Nikhef?
- How to inform and involve people about the sustainable decisions that Nikhef makes, and their consequences (i.e. show the change over time)?

7. Professional development (Staff scientist and technical training)

- How can Nikhef best allow time for employees to get trained in new areas?
- What role does technical and scientific training play for Nikhef staff? What kind of training should Nikhef a) provide itself, b) hire someone to provide, or c) facilitate for staff to attend somewhere else (e.g. courses offered by member universities)?
- In what kind of training for staff can Nikhef invest and how?
- How should we determine the success of the training/the quality of the training.

Materials

Nikhef has a lot of different groups with very specific tasks. New projects require very in-depth knowledge of complicated topics. Not all staff, both scientific and technical, are up to date with new research topics. To expand our expertise in new research projects, training could be desirable for both technical and scientific staff.

Training could mean different kinds of training, think of:

- Lectures at Technical University
- Academic lectures
- Technical training

8. Nikhef community

Integration of university partners and NWO-I (and non-Amsterdam based groups and Nikhef)

- How can we better integrate the non-Amsterdam based groups into Nikhef?
    - Would Nikhef-wide sport events be nice?
    - Should colloquia and seminars hybrid?

- How to be represented at Physics@Veldhoven and others? Should there be a strategy on this?
- Are the university partners integrated enough in our Nikhef community?
- Should we include technicians at Nikhef Jamboree? What is the best time for this meeting?

Background:

Even universities in Amsterdam, like UvA across the street, can lack integration into Nikhef. Are students there aware of what kind of research is done at Nikhef and what kind of detectors are built there?

9. Integration of Recognition and Rewards

- How can we reconcile the need for international recognition for our work with the sustainability goals (less travel?)
- How can Nikhef help people in large collaborations gain visibility and recognition?
- What are the pro's and con's of offering more rewards?
- What rewards could Nikhef offer to recognize good work?
- How can more technical work be valued and recognized?

Background

FROM NWO:

"Recognition & Rewards is a national movement to achieve a more modernized and balanced academic system. [...]. The goal is to change the culture in the Dutch and global academic, to recognize and value all tasks of our employees. Not only focus on research results, but also on recognition for tasks in the areas of education, impact, leadership, patient care, and, specifically for the NWO."

https://www.nwo-i.nl/en/nwo-i-projects/committee-recognition-rewards/

Declaration on research assessment (DORA) https://sfdora.org/read/

- Do not use journal-based metrics, such as Journal Impact Factors, as a surrogate measure of the quality of individual research articles, to assess an individual scientist's contributions, or in hiring, promotion, or funding decisions.
- When involved in committees making decisions about funding, hiring, tenure, or promotion, make assessments based on scientific content rather than publication metrics.
- A range of article metrics and indicators on personal/supporting statements, as evidence of the impact of individual published articles and other research outputs [11].
- Challenge research assessment practices that rely inappropriately on Journal Impact Factors and promote and teach best practice that focuses on the value and influence of specific research outputs.

10. Open Science and scientific integrity

- What methods do you use to ensure you can repeat your analysis?
- What methods do you think you should use to ensure your analysis can be repeated?
- How much time per year would you invest in training on scientific integrity?
- Should Nikhef organize an integrity course?
- If a student or co-worker approaches you with concerns about scientific practices in a group they worked in, how do you react?

Background

Data should in general be open, and research results should be reproducible with public code and data, as in the "**FAIR**" principle: **findability, accessibility, interoperability, and reusability.** See also the European code of conduct ALLEA https://www.allea.org/wp-content/uploads/2017/05/ALLEA-European-Code-of-Conduct-for-Research-Integrity-2017.pdf

11. Societal impact and outreach

- How can Nikhef help refine the narrative of your public explanation of your research?
- Which existing outreach efforts (by universities or CERN or other groups) do you think Nikhef should join or participate in more than we currently do.
- How could Nikhef help take away concerns you have about outreach activities e.g.
    - Do you need and want more training in how to talk to the public? How much time per year or once-off would you invest for training?
    - The amount of time outreach activities takes away from other tasks.
    - How do you feel about public institutions like Nikhef providing content on private social media platforms?
    - Are you worried about or have experienced backlash by online or offline anti-science groups?

12. Link with industry, start-ups and patents

- How can we further utilize our instrumentation knowledge in R&D outside particle physics?
- How much from the Nikhef budget should be reserved in investing in industry?
- How much time could or should your group spend each year on collaboration with industry and on outsourcing of project parts?
- Should Nikhef stimulate ideas for startups?
- What should Nikhef's stance on patents be?

Background information

There is good support for startups at Nikhef, but there are very few initiatives at Nikhef. In every project where we want to outsource to industry, it would be good to talk before starting the project. This is especially true when more than one item is to be produced. Scientists are not very good at industrialization, the core business of industry. Many times at the start of the project the scientists say: "We have not yet thought everything through, so we are not ready to discuss with industry". However, it is the right moment to discuss before everything is thought through. It might cost something, but an afternoon of discussion with an expert can save a lot of money later on.

For parts of projects where Nikhef lacks expertise, it might be beneficial to allocate budget to outsource production instead of trying to reinvent the wheel with own manpower. It might be good to look per project what parts we want to do ourselves and what we do not want or cannot do ourselves and for which we want to mobilize industrial resources.

Note that industry will typically not collaborate before they see money. After paying money, an industrial collaborator can more easily agree to investigate something new. But to talk to an industrial partner and get them interested it can take a lot of time.

When collaborating with an industrial partner, it could happen that this partner demands to patent a product. It is questionable if this is desirable in a scientific setting.