



# MBB department handbook 2026

Facts, principles, and guidelines

## Background and purpose

This document summarizes the principles and guidelines that govern the way our department is run. Its purpose is two-fold: to inform all MBB employees about how the department works, and to serve as decision-making guidelines for those who are in leadership positions, at all levels.

This handbook is unfinished and incomplete and will evolve as we learn how to make our department the best it can be. It is revised and reissued annually. Whenever we encounter a new challenge, we will seek a principled response and codify it in this document, so we can refer to it when a similar situation arises in the future. We will seek periodic input from all relevant stakeholders.

**Note:** *This document describes the general guidelines to be followed at MBB. However, to protect the department's scientific prosperity, the Head of Department can grant and impose exceptions to these guidelines at any time.*

## Changes from the 2025 version

- Key numbers have been updated for 2026.
- Minor corrections have been made in several places.
- The Faculty's and Senate's tasks have been clarified.
- The section on resource allocation has been updated.
- The list of research groups and Heads of Units has been updated.

## Chapter 0 – What is MBB?

The aim of the department is to pursue research at the highest international level, as well as excellent undergraduate and graduate education, in all fundamental biomedical sciences.

### Key numbers 2026

Overhead (INDI):	20,39% (research) and 50,19% (teaching)
Social fees, payroll taxes:	59,86%
FM fee:	61 000 SEK/person/year (excl SciLifeLab)
Rent:	4 850 SEK/m <sup>2</sup> (Biomedicum)

## Chapter 1 – Organization

### Leadership and management of MBB

The department is led by a Head of Department appointed by KI's President for a period of five years. From July 1<sup>st</sup>, 2024, the Head of Department is Professor **Björn Högberg**.

The governance of the department rests on three interlinked bodies: the **Faculty**, the **Senate**, and the **Executive Council**. The Faculty and the Senate jointly define the department's scientific direction, guiding principles, and overarching strategy. The Executive Council, in turn, oversees operational decision-making and implements the strategic goals set by the Faculty and Senate.

## Faculty

The Faculty comprises all the principal investigators and teaching faculty members. It is designed to ensure the quality of decision-making related to recruitment and promotion. The Faculty performs these key tasks:

- Setting out the *principles and guidelines* for
  - recruitment of principal investigators at all levels
  - promotion of principal investigators
  - applications for docentship
  - creation of new professorships
  - assessment of principal investigators
  - creation of new units within the department
- Selecting a Faculty Chairperson
- Providing its consent to the recruitment and promotion of principal investigators — except professorships
- Setting out the long-term scientific direction of the department
- Providing scientific input to other faculty members during interactive presentations

The 2026 Faculty Chairperson is Assistant Professor Onur Dagliyan.

The Faculty meets multiple times a year (along with the Scientific Director) and requires at least 50% of its members to be present to constitute a quorum.

## Senate

The department Senate consists of the full professors. It is designed to ensure the quality of decision-making related to the recruitment of professors. The Senate performs three major tasks:

- Selecting a Senate Chairperson, who leads the Senate meetings.
- Advising the Head of Department on proposals to KI's Recruitment Committee for new professorships at the department, in accordance with the principles and guidelines set out by the Faculty and KI's guidelines. A professorship can be proposed to the Senate by the head of the relevant unit or by any member of the Senate. The proponent must send the following

documentation to be discussed at the Senate meeting: 1) A draft of the public advertisement announcing the professorship, which includes a proposal of the area of professorship and the relevance for the department and for KI; 2) A list of possible internal and external candidates; 3) For internal candidate(s), a document listing how the candidate(s) fulfill the eligibility requirements and assessment criteria as listed in *Instructions for the Appointment Procedure for teachers at Karolinska Institutet*. (point 4.1.1), as in Appendix 4.

- Periodically reviewing the progress of non-professor PIs. This periodic review is a mentorship instrument that provides scientific and career advice to non-professor PIs on grant applications, potential new collaborations, establishing themselves as leaders in their field, and progressing to the next level of their academic careers, among other topics. The periodic review is a mentorship instrument, not an evaluation (which occurs only when a professorship is proposed, as outlined above). Every non-professor PI should be given the opportunity to hear the Senate's feedback every 1,5–2 years. The presentation to the Senate will be coordinated with a preceding scientific presentation to the Faculty. The format of the presentation to the Senate is a 30-minute presentation by the non-professor PI, followed by 30 minutes of discussion/feedback from the Senate. The presentation should focus on 1) Previous track record, papers, conferences, and grants; 2) Current research and grants, and position in the field; 3) Teaching merits, formal pedagogic training, and supervision of PhD students; 4) Formal leadership training and experience in scientific leadership roles; (5) Impact beyond academia; and (6) Medium- and long-term plans in terms of scientific goals, grants, teaching, and career, among other topics. No material is to be sent to the Senate in advance; all information is to be presented by the non-professor PI during his/her 30-minute presentation. The Scientific Director at MBB will aid in preparing the presentation and will continually follow up on the non-professor PI's progress between presentations to the Senate.

The Senate meets approximately five times a year (along with the Scientific Director) and requires that at least half of the Senate members having 100% activity at MBB be present for a quorum.

The Senate elects a chairperson by a simple majority, with a one-year mandate. The same person can be elected chair for a maximum of three consecutive years. The current chairperson of the Senate is Professor **Gonçalo Castelo-Branco**.

In all their deliberations, the Faculty and Senate work in compliance with relevant laws and with full respect for relevant guidelines at the Karolinska Institutet (e.g. *Delegationsordningen*). Conflicts of interest are handled appropriately.

## Executive Council

The Executive Council is advisory, with final decisions taken by the Head of Department. Current members are as follows:

**Björn Högberg**, Head of Department

**Gonçalo Castelo-Branco**, Deputy Head of Department

**Anna Wredenberg**, Assistant Head of Department

**Natalia Persson Demin**, Head of Finance and acting Head of Administration

**Lina Rowland**, Head of HR and acting Head of Administration

**Tamsin Lindström**, Scientific Director

Deputy Head of Department, Professor **Gonçalo Castelo-Branco**, stands in for the Head of Department in his absence, with full decision-making authority. Gonçalo also has signatory responsibility for the units of Medical Systems Bioengineering, Genome Biology and Molecular Metabolism. In addition, the Deputy Head of Department is responsible for signing scholarship-related documents for the entire department.

Professor **Anna Wredenberg** is the Assistant Head of Department. The Assistant Head can substitute for the Head of Department at meetings the Head is called to, if the Head is unable to attend. Anna also has signatory responsibility for the units of Molecular Neurobiology and

Chemical Biology & Genome Engineering.

The signatory responsibilities of the Head, Deputy Head, and Assistant Head of Department for the units (also known as divisions) include the following:

- Signing the so-called 'green light' and admission of doctoral students (the green light can be given only to current principal investigators, see Appendix 2).
- Signing applications for grants, letters of support for applications, ethics applications, letters of recommendation for docentship, time reports, and financial reporting.
- Signing grants in Prisma.

By delegation from the Head of Department, **Natalia Persson Demin** and **Lina Rowland**, as acting Heads of Administration, are both assigned signature rights for signing agreements and arrangements with external parties, as well as procurement documents for all units, including MTAs. One of them signs, typically after review by KI's legal department. All complex agreements and arrangements should be sent to the legal department in good time by the principal investigator or Head of Unit, with a copy sent to [ac-mbb@ki.se](mailto:ac-mbb@ki.se).

Dr **Tamsin Lindström** is the Scientific Director at the department. The role of the Scientific Director is to support the Head of Department, the Faculty, and the Senate in strategic matters, including grant acquisition, mentorship of non-Professor Faculty, collegiality, recruitment of new faculty, and strategic collaborations, among other topics.

The Executive Council meets every other week. Additional participants are invited as needed, including (on rolling schedules) the following:

- Departmental Director of Education
- Director of Doctoral Studies
- Student representatives
- Postdoc representatives
- Heads of Units

## **Department Council (*Institutionsrådet*)**

MBB maintains an open departmental council that welcomes participation from all staff and employees. The departmental council meets twice a year, usually in the middle of each semester. It serves an advisory and participatory function, offering a forum for leadership to present the agenda for the next 6–12 months and gather feedback.

In addition to the staff and employees of the department, the following representatives are invited:

- Student representatives
- Union representatives

## **Units (also known as Divisions)**

### **Administrative Unit**

The administration of finances, human resources, reporting, etc., at the department is performed by:

**Natalia Persson Demin**, Head of Finance

**Marjan Madani**, Financial Officer

**Emina Lundin**, Financial Officer (on maternity leave from January 20<sup>th</sup>, 2026)

**Lina Rowland**, Head of HR

**Linnea Holm**, HR partner

**Anneli Svarén**, HR partner

### **Teaching Unit**

At MBB, almost everyone is involved in teaching, one way or another, primarily in the medicine and biomedicine programs. Teaching is led and organized by the teaching unit:

**Håkan Andersson** (GUA, i.e. Departmental Director of Education)

**Bernhard Lohkamp** (Assistant GUA)

**Anurupa Nagchowdhury**, Administrator

**Susie Björkholm**, Administrator

**Jan-Olov Höög**, Professor

**Axel Leppert**, Assistant Professor

Graduate education — including admission, annual and half-time reporting, and dissertation — is organized by:

**Elias Arnér**, Director of Doctoral Studies

**Ulrika Marklund**, Vice Director of Doctoral Studies

**Victoria Balabanova**, Administrator

## Research Units

MBB is organized into units (also known as Divisions), each led by a Head of Unit appointed by the Head of Department. Ideally, units consist of 4 – 7 independent PIs who are located together and united by a research theme.

Unit Heads receive delegation from the Head of Department for many important responsibilities, including those related to personnel, work environment and the economy. Some of these responsibilities can be further delegated to the unit's PIs, but the Unit Head remains responsible for the unit's overall health and success. In particular, Unit Heads are responsible for

- The long-term scientific strategy of the unit
- The economy of the unit
- Monitoring the financials of individual PIs in the unit
- Use of resources received from the department
- Recruitment, support, and mentoring of new PIs in the unit
- Rent for the lab and office space of the unit
- Approving all employment contracts (for permanent positions, the Head of Department must also approve)
- Communicating department and KI matters to members of the unit, and, conversely, communicating issues arising in the unit to the department leadership
- Signing timesheets for EU grants

The detailed responsibilities are spelled out in the delegation document signed by each Head of Unit.

Units must hold regular PI meetings, chaired by the Unit Head, to discuss unit-wide issues. Normally, decisions are taken by consensus, but the unit head has final authority according to their delegation.

Units receive faculty funding (activity-based resource allocation) as detailed further below. The PIs of each unit assume a solidary financial responsibility. Any deficit at the unit level (*statsanslag*) must be covered by the unit members with their own funding. Any deficit of an individual PI must be covered primarily by that PI, but secondarily by the unit. It is the responsibility of the Head of Unit to monitor the finances of the unit as well as the finances of the PIs within the unit, to prevent the accumulation of deficits, and to remedy any deficits that do occur.

### Core Facilities Unit

Many of the core facilities at MBB are organized in a common unit, the Chemical Biology and Genome Engineering unit, led by Annika Jenmalm Jensen. Currently, this unit has four facilities:

Facility	Director	Location
CBCS	Anna-Lena Gustavsson	SciLifeLab
CRISPR Functional		
Genomics	Bernhard Schmierer	Biomedicum, 9B
PSF	Tomas Nyman	Biomedicum, 8D
DDD	Per Arvidsson	SciLifeLab

Other facilities are co-located with research groups. For a comprehensive list, see <https://ki.se/en/mbb/core-facilities-at-mbb>.

## Chapter 2 — Principal Investigators

Scientific research and teaching are the department's two core missions. There are several categories of principal investigators at the department, with different expectations and responsibilities.

## Definition (see also Appendix 3)

A principal investigator (PI) leads an independent research group, with personal responsibility for directing their research, managing their budget and their personnel. Specifically, every PI:

- Has their own funding in accounts controlled by them and are responsible for the work environment and leadership in their group
- Supervises students and postdocs\*
- Teaches undergraduates and/or doctoral students
- Publishes their own research, typically as last author\*
- Takes leadership responsibility at the department and at KI
- Upholds the highest standard of ethical behavior
- Publicly defends science and the truth

\*Not necessarily applicable to teaching-track senior lecturers (see below)

Only PIs may serve as *main* supervisors for PhD students at MBB, and only PIs will be supported for consolidator grant applications at MBB.

All PIs are expected to devote their full working time to research, teaching, and other departmental duties. Minor outside engagements, as well as joint clinical appointments, will be allowed on a case-by-case basis. Subject to the rules on secondary occupations, part-time engagements that are complementary to research may also be allowed, for example, government service, scientific commissions of trust (e.g. the Royal Academy of Science, the Nobel Assembly or Foundation, or international scientific policy organizations), or commercial activities to translate research results.

However, full-time PIs should not accept a regular research position at another university or academic enterprise without obtaining written permission from the Head of Department. Such permission will be granted only exceptionally, for example, if the outside engagement is minor (e.g. teaching a summer school), if it involves a university-level agreement between KI and the other institution, or for a short transition period when a PI is starting up or leaving. The final decision to grant a PI position is taken by the Head of Department after approval by the

Faculty. The current list of PIs at MBB is available in Appendix 2 and [online](#).

## **Biträdande lektor / Researcher / Assistant Professor**

An assistant professor (who may be employed as *biträdande lektor* or *forskare*) is an early-stage investigator without a permanent position.

Assistant professors are expected to:

- Secure full external funding for their salary
- Develop their own line of research
- Establish themselves as leaders within their specific field
- Supervise doctoral students
- Participate in departmental functions, for example the Faculty

Assistant Professors are recruited on the initiative of the Faculty. The recruitment process is managed by the Scientific Director. The final decision to recruit an Assistant Professor is taken by the Head of Department with approval from the Faculty. A negative recommendation by the Faculty will be overruled only exceptionally by the Head of Department. The detailed expectations and requirements for the recruitment of Assistant Professors are developed by the Faculty.

Assistant Professors are expected to have obtained (or be very likely to obtain) a substantial startup package from external sources, from the unit, or, exceptionally, from MBB. It is the Faculty's job to ensure that all newly recruited PIs receive sufficient funding to ensure a fair chance of success. Each new Assistant Professor is assigned a mentor of their choice (lecturer or full professor) from a different unit or from another department within KI.

## Senior Lecturer / Principal Researcher / Associate Professor (research track)

An Associate Professor<sup>1</sup> (who may be employed as Senior Lecturer or Principal Researcher / *senior forskare*) is an investigator with a permanent position. All Associate Professors are expected to:

- Fund their salary primarily through external grants (see below)
- Pursue a successful and original line of research
- Be an international leader in their field
- Publish high-quality and groundbreaking research
- Supervise doctoral students
- Mentor junior PIs if asked
- Participate in departmental functions, for example the Faculty

A Senior Lecturer is expected to fully fund their own salary from external grants until they have reached a sufficient and sustainable level of research activity, typically no sooner than after ten years as PI. At that point, if the unit funding allows and with the agreement of the Head of Unit, part of their salary may be covered by faculty funds.

An exceptionally successful Associate Professor is expected to qualify for a professorship within about twelve years as PI. At any time, but normally no sooner than after ten years as PI, the Senate may propose that the department open a professorship in a suitable subject. The detailed expectations and requirements for opening a professorship are developed by the Faculty (see **Appendix 4**) and are aligned with the general recruitment process at Karolinska Institutet.

## Senior Lecturer (teaching track)

Full-time teaching lecturers are expected to:

- Fund their salary through teaching
- Pursue excellence in teaching
- Develop the curriculum and manage courses

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<sup>1</sup> A docent at any career stage is also titled *associate professor* in English, but for the purposes of their career are still treated according to their position. Docent is not a position, but a title indicating expertise and proficiency in teaching at a university.

- Mentor junior teachers as needed
- Participate in departmental functions, for example the Faculty

Teaching lecturers typically also perform part-time research, often as part of a unit.

## Professors

A professor is expected to:

- Fund their salary through grants, teaching and research activity-based resource allocation
- Pursue a successful and original line of research
- Be an international leader in their field
- Publish high-quality and groundbreaking research
- Mentor junior PIs if asked
- Participate in departmental functions, for example the Faculty and the Senate

A professor is expected to partially fund their own salary from external grants.

## Chapter 3 — Resource Allocation

The department's annual revenue is about 427 MSEK, most of which comes from external grants.

In 2025, KI introduced a new model for resource allocation: KI's President will distribute funds to departments both on the basis of research performance (*prestationsbaserad ersättning*, through the Faculty Board) and as base funding (*basersättning*, through the Campus Deans). However, in 2026, the funds will be distributed not through the Deans but directly to the department, based on the department's total costs in 2024. The department received 58,3 MSEK government funding based on research activity in 2026. The total sum consists of contributions from selected external grants (40,7 MSEK) and bibliometry (17,6 MSEK). The department also receives 19,4 MSEK in base funding (*basersättning*). The funding based on research

performance (*prestationsbaserad ersättning*) and the base funding (*basersättningen*) are used for costs for strategic initiatives, financing 80% of salary costs for professors (which will be accompanied by performance requirements that will be subsequently developed) and common purposes. A large part of the funding is distributed to the units.

In addition, the department receives about 33 MSEK in internal grants from the Faculty Board (*Fakultetsnämnden*) and the Infrastructure Council (*Infrastrukturrådet*), which are allocated directly to individual PIs and to core-facility funding.

Teaching is funded separately.

See also *Key numbers* above (Chapter O).

## **How are resources distributed to the units?**

A new model for distributing resources to the units has been developed for 2026. In addition to the funding of professor salaries at 80%, 32 MSEK is distributed to the divisions as follows:

1. The total amount of all external grants between 2020–2025, broken down by division, is compiled as an indicator of division performance.
2. The division's share of the total cost of professors' salaries is calculated.
3. Calculate  $(1 - \text{the share})$  as a measure of what the division contributes to other professors' salaries.
4. Weight the sum of external grants by  $(1 - \text{the share})$  for the divisions.
5. The percentage obtained after weighting is used to allocate the 32 MSEK.

Note that core facilities do not receive research performance-based resource allocation (but they do receive teaching activity).

## How can the resources be used?

Resources are distributed to the units, who decide by consensus how to use the resources internally but following the guidelines below. If consensus cannot be reached, the unit head makes the ultimate decision.

The most important use of faculty funding is *co-financing* of grants that don't allow sufficient overhead costs or other costs that cannot be covered by grants. Faculty funding is the *only* substantial source of funds that can be used for this purpose.

Each unit is responsible for the rent of the space it occupies. MBB does not pay rent centrally for empty space. If a unit needs more or less space, it is the Unit Head's responsibility to arrange the change, and any such change must be approved by the Head of Department. Every group at MBB must be prepared to relocate if instructed to do so by the Head of Department. Note that (at Biomedicum) typically only larger functional units of space can be returned; any smaller change must be made by relocating within or between units.

If for any reason empty space is created within a quarter, and does not belong to any unit, then the cost of that space will be split between the units in the quarter, in proportion to the fraction of the quarter they rent.

## Appendix 1 | Units

<b>Name</b>	<b>Head</b>	<b>Location</b>
Medical Systems Bioengineering	Björn Reinius	Biomedicum, 9B
Chemistry I	Roman Zubarev	Biomedicum, 9A
Biochemistry	Elias Arnér	Biomedicum, 9A
Immunology	Qiang Pan-Hammarström	Biomedicum, 9D
Chemistry II	Jesper Haeggström	Biomedicum, 9A
Genome Biology	Per Moberg	SciLifeLab
Molecular Metabolism	Camilla Koolmeister	Biomedicum, 9D
Molecular Neurobiology	Patrik Ernfors	Biomedicum, 6C
Vascular Biology	Lars Jakobsson	Biomedicum, 6D
Teaching Unit	Håkan Andersson	Biomedicum, 9D
Chemical Biology & Genome Engineer.*	Annika Jenmalm-Jensen	SciLifeLab

\*Core facilities unit consisting of CBCS, CRISPR Functional Genomics, PSF, DDD

## Appendix 2 | Principal Investigators<sup>2</sup>

Title	Name	Location	Unit
Professor	Jussi Taipale	Biomedicum, 9B	Medical Systems Bioengineering
Professor	Björn Högberg	Biomedicum, 9B	Medical Systems Bioengineering
Assoc. Prof.	Björn Reinius	Biomedicum, 9B	Medical Systems Bioengineering
Professor	Molly Stevens	Biomedicum, 9B	Medical Systems Bioengineering
Assist. Prof.	Christoph Ziegenhain	Biomedicum 9B	Medical Systems Bioengineering
Assist. Prof.	Björt K. Kragesteen	Biomedicum 9B	Medical Systems Bioengineering
Assist. Prof.	Amanda Andersson Rolf	Biomedicum 9B	Medical Systems Bioengineering
Professor	Roman Zubarev	Biomedicum, 9A	Chemistry I
Professor	Elias Arnér	Biomedicum, 9A	Biochemistry
Assist. Prof.	Veijo Salo	Biomedicum 9A	Biochemistry
Professor	Qiang Pan–Hammarström	Biomedicum, 9D	Immunology
Professor	Jesper Haeggström	Biomedicum, 9A	Chemistry II
Professor	Jiri Bartek	SciLife Lab	Genome Biology
Professor	Oscar Fernandez–Capetillo	SciLife Lab	Genome Biology
Assoc. Prof.	Simon Elsässer	SciLife Lab	Genome Biology
Assist. Prof.	Bennie Lemmens	SciLife Lab	Genome Biology
Professor	Jan Ellenberg	SciLife Lab	Genome Biology
Assist. Prof.	Andreas Lutten	SciLife Lab	Genome Biology
Professor	Nils–Göran Larsson	Biomedicum, 9D	Mol Metabolism
Professor	Joanna Rorbach	Biomedicum, 9D	Mol Metabolism
Professor	Anna Wredenberg	Biomedicum, 9D	Mol Metabolism
Assist. Prof.	Florian Rosenberger	Biomedicum, 9D	Mol Metabolism
Dr. Carmen Salto (interim group leader for Prof. Ernest Arenas' group)			
		Biomedicum, 6C	Mol Neuro
Professor	Patrik Ernfors	Biomedicum, 6C	Mol Neuro
Professor	Gonçalo Castelo–Branco	Biomedicum, 6C	Mol Neuro
Professor	Jens Hjerling–Leffler	Biomedicum, 6C	Mol Neuro
Professor	Sten Linnarsson	Biomedicum, 6C	Mol Neuro
Assoc. Prof.	Ulrika Marklund	Biomedicum, 6C	Mol Neuro
Professor	Per Uhlén	Biomedicum, 6C	Mol Neuro
Assist. Prof.	Onur Dagliyan	Biomedicum, 6C	Mol Neuro
Professor	Ulf Eriksson	Biomedicum, 6D	Vascular Biology
Assoc. Prof.	Lars Jakobsson	Biomedicum, 6D	Vascular Biology
Lecturer	Bernhard Lohkamp	Biomedicum, 9D	Teaching Unit
Lecturer	Håkan Andersson	Biomedicum, 9D	Teaching Unit
Assist. Prof.	Axel Leppert	Biomedicum, 9D	Teaching Unit & Biochemistry

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<sup>2</sup> This is the official list of principal investigators at MBB. New PIs will be added to the list only after approval by the Faculty and the Head of Department.

## Appendix 3 | The Principal Investigator role

A principal investigator (PI) is an independent group leader who:

- Is entrusted by the Head of Department and Head of Unit to lead a research group
- Is entrusted by the Head of Department and Head of Unit to act as the main supervisor for PhD students
- Participates in the development of the unit and department
- Follows KI's goals and vision
- Pursues their own line of research, actively and with excellent quality
- Publishes their research independently and typically as a senior author
- Has adequate funding of their own, mostly external, and shows the potential to secure additional funding long-term

The role of PI comes with the overarching responsibility and decision-making authority for their research group, including scientific, teaching, and administrative matters. This responsibility includes not entering into any significant commitments that are not supported by the unit head and the Head of Department.

The independence of the PI comprises, particularly relative to the unit head and Head of Department:

- Independence in scientific matters, such as planning and executing their research, and publishing their findings according to good scientific practice
- Independence concerning the selection of group members, within the group's budget means, legal requirements, and KI regulations
- Independence in applying for grants, including external grants as the main applicant
- Access to lab and office space and common facilities on an equal basis with other investigators, and within their budgetary means

The overall financial responsibility of a PI includes:

- Responsibility for the total finances of the group (including grants, donations and commissioned research) that have been provided to the group
- Responsibility for any necessary co-financing, indirect costs, and costs incurred because of relocations, dismissals, etc.
- Ensuring an accurate allocation of costs to projects and accounts
- Regularly creating and revising a comprehensive budget for the group, in consultation with the economy and HR units
- Keeping the Head of Unit apprised of the development and results of the group, as well as any deviations, at bi-annual follow-up meetings
- Ensuring that any costs certified by the PI are budgeted or agreed in advance with the Head of Unit
- Ensuring they know, understand, and follow the financial framework of KI and the department

PIs may approve and certify costs (invoices) up to a limit set in the delegation document. Costs associated with their individual person, including closely related individuals and legal entities, must always be certified by the immediate supervisor.

The personnel responsibility of the PI includes:

- Developing a good leadership role that promotes the enjoyment of work and a healthy working environment
- Ensuring that staff are given adequate information and the opportunity for dialogue
- The responsibility for recruitment and salary negotiation, in consultation with the unit head, the Head of Department, and HR. Permanent appointments always require the approval of the Head of Department.
- Ensuring that each employee in their group is given an annual performance management review and salary discussion
- Responsibility for the introduction of new employees and orderly layoffs
- Ensuring that a rehabilitation plan is created in case of health absence

- Ensuring the necessary continuing education of group members
- Complying with all work environment-related obligations according to law, by delegation from the chairperson after the necessary training
- Striving to eliminate discrimination based on gender, ethnicity, belief, disability, sexual orientation, neurotype, or age.
- Being responsible for equality within the group

Newly appointed PIs are assigned a senior mentor (typically a lecturer or professor at a different unit or KI department) of their choice to support leadership development<sup>3</sup>.

Formal delegations assigned to the PI according to this document can be retracted, in full or in part, at the request of the unit head or the Head of Department.

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<sup>3</sup> If you are not newly appointed but still would like a mentor, this will of course also be supported.

## Appendix 4 | Criteria for new professorships

These minimal eligibility criteria were adopted by the Senate in 2020 and are subject to revision by the Faculty. They are meant to set a bar of excellence for the department. For any proposed new professorship, the Senate must discuss the totality of the proposal, upholding the highest academic standards. The proposal is submitted by the relevant Head of Unit or, alternatively, by any member of the Senate and includes a CV, a list of publications, and a document listing how the candidate fulfills the criteria listed below.

### **1. Applicants must have contributed to significant discoveries and publications both as first and last author. The focus will be on quality and independent research.**

Assessment criteria:

1.1. The applicant must have an excellent publication track record with at least 10 publications in top quality international journals as senior author.

### **2. Applicants must have a strong track record of research activity, a future research project of excellent quality, and a very good plan for integration at MBB.**

Assessment criteria:

2.1. Have a strong track record of leading and publishing research of excellent quality at international level.

2.2. Have an innovative research plan matching the research area, vision and research goals of MBB.

### **3. Applicants must have a strong track record of grants and a solid financial plan.**

Assessment criteria:

3.1. Strong experience in successfully competing for research grants at national and international level during the last eight years.

3.2. Ongoing research grants at the time of incorporation into the department sufficient to support their own salary and the ability to obtain long-term sustainable funding.

#### **4. Applicants must be well-recognized research leaders at national and international levels.**

Assessment criteria:

- 4.1. Be recipient of national and /or international awards.
- 4.2. Personal invitations as speakers and moderators at recognized international conferences and symposia.
- 4.3. Organizer of international conferences and symposia.
- 4.4. Editor or member of editorial boards for leading international scientific journals.
- 4.5. Substantial referee assignments for leading international scientific journals.
- 4.6. Research grants: Assignments as evaluators at national and international levels
- 4.7. Leading assignments in international research organizations and / or scientific advisory boards of universities or research centers
- 4.8. Research positions: Evaluator in job appointments at universities or research institutes.
- 4.9. Assignment as faculty opponent at national or international universities.

#### **5. Applicants must have made significant efforts in postgraduate and postdoctoral education.**

Assessment criteria:

- 4.1. Main supervisor of at least 2 doctoral students, who have completed their dissertation.
- 5.2. Main supervisor of at least 5 postdoctoral students, who completed their training.
- 5.3. Responsible for courses and programs in postgraduate education.
- 5.4. Demonstrated experience in teaching, and pedagogical competence (including courses on teaching in higher education).