



## Preface

*U.S. President Barack Obama has summed up his worldview in a few words:  
“Don’t do stupid shit”*

Dynamics of Youth (DoY) is an environment where we connect science and society to build youth for the future, our future. We implement the Utrecht University vision on recognition and rewards, [TRIPLE](#). Furthermore, we align with and apply the Utrecht University specific regulations governing conduct. These are based on the key principles of professional and quality academic conduct and ethically responsible research and can be found [here](#). An organizational culture of diligence and integrity is crucial. In a diligent and ethical organizational culture, employees have a critical attitude and can hold each other accountable for shortcomings. On the page [Research Integrity](#) you can find more information about this.

Following on from this, DoY is a space where people feel safe and comfortable, where they feel valued and appreciated, and where they can trust each other. In such spaces, members of the team collaborate on what economists call “joint products”: results that require the input and commitment of every team member, who contribute their expertise and skills, who are committed and take responsibility, and who can engage critical dialogues.

To ensure the safety and wellbeing of our DoY community, we developed this code of conduct and terms of reference, which describes the general guidelines and governing principles that community members must respect to maintain and strengthen what we have built. Compare DoY to a library, which has a set of rules that outline the behavior expected of its users, including, for example, speaking quietly, respecting other people’s properties, help preserve the materials, rules about food and drinks, to name but a few. This code of conduct and the terms of reference describe the guidelines and principles as a framework to maintain the high standards and best practices, we agree on to build, be, and maintain the respectful, inclusive, and inspiring environment that DoY aims to create for all DoY community members.

We thank you for your commitment,

The DoY core team

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## DoY Principles – what we stand for

All community members commit to comply with the UU and DoY Code of Conduct: communicate conflicts of interest when they arise; respect confidentiality when necessary; be aware and comply with ethical and legal restrictions, for example, regarding financial spending and highest levels of (scientific) integrity.

### **Inclusive & diverse**

Enjoyable, high-quality support of activities regarding research, education, and outreach can only be realized in a team in which everybody feels safe, secure, and supported. All group members are thus dedicated to establishing a stress-free experience for everyone. This implies that we accept differences in perceptions (e.g., some may find working at home easier than others; some find online teaching fun while others don't, some enjoy flexibility, others need more structure) and expertise. These differences provide unique opportunities to strengthen our team.

### **Participatory**

DoY is participatory, we not only seek input from those who are part of the DoY community, but also those who are affected by our decisions and actions, including researchers, teaching staff, and support staff in the larger university context, students, societal partners, and other communities. Accordingly, we proactively engage and inform each other and the larger community in seeking their input and pay special attention to marginalized or vulnerable members or groups.

### **Professionally accountable**

Our responsibilities comprise a large variety of activities involving many people and stakeholders. Our duties cut across departments and functions, and we are committed to transparency, integrity, and openness. These commitments extend to all our activities. When something goes wrong, or when we make mistakes, we accept our responsibilities. Others can hold us accountable for our actions. Onora O'Neill (TedTalk 2013) argued that, rather than aiming to build trust, the task should be to become trustworthy—this means demonstrating competence, honesty, and reliability.

### **Trustworthiness is key**

Trust needs to be earned, which takes a long time. To maintain people's trust, all members of the DoY community are committed to delivering on their promises, no matter how big or small. For example, although it may seem evident, if we receive an email or question, we answer and confirm the receipt as soon as possible.

### **Work-life balance**

DoY community members are not expected to work or to answer e-mails outside office hours, and a healthy balance work-life balance is strongly encouraged and should be reflected in our communications (e.g., with colleagues).

## DoY general guidelines for collaborations at all levels of our activities

We encourage DoY community members to adhere to the following guidelines:

### **Engage in perspective-taking**

Because we cannot investigate other people's brains and hearts, we need to be explicit about our thoughts, feelings, and expectations. This is a challenge in everyday life, but especially when communicating online. Try to bridge the gap between your and other people's minds by being aware and reminding yourself that your internal processes are not accessible to others (e.g., thoughts, intentions, preferences, background). This means that we need to do extra reality-checks (Did I understand this correctly? Is this what you mean? Do you have any questions?) and go the extra mile in providing explanations to each other.

### **Build bridges**

Building bridges and crossing boundaries between communities and policymakers, between researchers from different disciplines, using different methods demands working together, doing things together and cannot be achieved in isolation or by sitting behind a desk. It requires time and 'just talking' to ensure that people understand each other's perspective.

### **Act as a bridge**

Some staff members have roles in or are members of committees, internal (e.g., adviescommissie onderzoek) or external (e.g., national programma onderwijs; Scientific Board of NWO; ministries). These committees and the issues they address may affect the DoY community team directly or indirectly. The DoY community is meant to inform each other of relevant opportunities, developments, decisions, or other relevant information in these committees or external agencies. Proactively sharing this information, including community members that one does not (yet) know, is part of sharing science that DoY promotes.

### **Be mild, kind, and patient**

Although it may sometimes feel that the other doesn't understand, it may just take an extra effort to make your viewpoint more accessible.

### **Exert self-discipline and take meeting minutes**

Every meeting and gathering will be attended by different constellations of people for one reason or another. To ensure that everybody is and remains in the loop, meeting minutes are crucial. At the beginning of a meeting, please ensure that one attendee is responsible for taking minutes and that people know where to find these notes (identify location in Teams).

### **Exert self-discipline and read minutes**

To prevent redundancy and remain in the loop, DoY community members not able to attend a meeting have the responsibility to read the minutes and ask questions if the notes are not sufficiently clear.

## Governance

Formal governance responsibility for DoY lies with the board of deans and the scientific director of DoY. Programming takes place in coordination with the deans of the participating faculties, one of which is the acting dean, and under the final responsibility of the UU Executive Board (CvB) for frameworks and funding.

We assume that the DoY scientific director will be involved by the deans in an advisory role in the creation of faculty strategic plans, in the faculty chair plans, and in relevant developments in the alliance with Tue and WUR. It is important that it becomes more routine to involve strategic themes in the creation of policy. This, among other things, to prevent new initiatives that are not in line with the strategic theme. We therefore expect alignment. The scientific director can, if desired, mandate matters on this point to program committee members.

For chair vacancies relevant to DoY, the scientific director will be involved in the development of the structure report. Scientific director and dean shall ensure DoY representation on the appointment advisory committee.

Any dean will, when appropriate, have the scientific director join any other faculty policy meetings.

### DoY Program Committee

The actual substantive programming within DoY is vested in the scientific director, in consultation with the program committee (PC), supported by the managing director.

The program committee (PC) is responsible for advising on strategic development of DoY, identifying opportunities to facilitate investments, insurance, and innovation<sup>1</sup>, and increase cooperation with other (inter)national initiatives and developments. The program committee currently consists of junior and senior researchers and meets approximately six to seven times a year. The PC advises the scientific director and the DoY core team on content-related issues and identifies potential synergies and alignment between the different DoY impact areas. It can do so on its own initiative or upon request by the scientific director, members of the core team, or the board of deans.

Members of the PC are appointed by the Board of Deans and the scientific director based on their engagement with DoY, expertise on youth development, and their affiliation with a specific UU faculty. Decisions about the composition of the program committee are made in consultation with the dean concerned, the scientific director and the program committee, in which consensus is sought, and in which diversity of the team is a guiding principle. A board member serves a term of 3 years, with a one-time possibility of renewal. A board member will serve no more than two consecutive terms. For members appointed before December 2021, arrangements have been made regarding their retirement.

Members of the program committee serve in a personal capacity and do not operate as representatives of a particular group or discipline. Members do have a role within a particular group or discipline, and they promote interaction between faculties/disciplines and are

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<sup>1</sup> Derived from the [Human Development Report 2021/2022](#)

responsible for assurance within the faculty/discipline. But they need not feel responsible to always represent the views of a group or discipline.

Board members will not receive compensation for their service on the board or any committee but may receive reimbursement for reasonable travel and actual expenses incurred in attending meetings and performing other duties on behalf of DoY.

## DoY Communities

In the DoY communities, scholars from different disciplines collaborate across faculty boundaries and with societal partners. The communities are responsible for driving and deepening the interdisciplinary exchange on key issues related to DoY. They invest in fundamental and problem-oriented research that eventually will solve challenges faced by society both now and in the future. DoY has four communities each with a specific focus:

- Early Childhood
- Becoming Adults in a Changing World
- Thriving and Healthy Youth
- Youth Education & Life skills

More information about the DoY communities can be found on our Dynamics of Youth Community Platform: <https://doy-community.sites.uu.nl/>

### **DoY community chairs**

Each community is chaired by DoY community chairs at the intersections of disciplines and UU/UMCU entities. Community chairs impact on the direction, strategy, objectives, and results of the DoY research communities, adhering to the DoY Code of conduct and terms of reference, and implementation of the six components of the TRIPLE model: team spirit; research; impact; professional performance; leadership; and education.

The community chairs stimulate, monitor, and evaluate the four areas of DoY impact and output: (1) research, (2) societal impact, (3) capacity building, and (4) sustainability as described in the Strategic Plan. They provide the leadership that actively nurtures the community in which members can flourish.

They commit to creating structures and incentives that support teams, knowledge goals, impact, and societal outcomes rather than bolstering individual researchers themselves. They operate in the context of a broader team where tasks are divided and where the DoY community works towards shared goals.

The community chairs show effective leadership that provides for a safe, open, constructive, diverse, and inclusive academic climate where sharing and collaborating is the norm. The community chairs are role models and driving forces for Open Science practices and interdisciplinarity.

Within each research community DoY chairs work in collaboration. If unanimity cannot be achieved, then the respective views of the chairs will be presented to the scientific director and DoY core team for consideration and decision.

### Financial support DoY community Chairs

To facilitate the positions and the work that needs to be done, DoY finances the community chairs for a period of four years (0.13-0.2 fte). Additionally, DoY finances a postdoc position for each research community for four years to support the community chairs and aid in the coordination and research community management (approx. 0.8 fte).

Additionally, each research community receives funding to build the community (100k€ per year). Thereby, the community chairs influence the available resources as appropriate to meet the current and future needs of DoY.

### Selection procedure DoY chairs

DoY community chairs apply for the position to the DoY program committee. The PC selects and advises the Board of Deans on the nominations. The Board of Deans and the scientific director then appoint the DoY community chairs. A DoY community Chair serves a term of 4 years (the period of the Strategic Plan). A community chair will serve no more than two consecutive terms.

For further details and our organogram, please see our Community Platform: <https://doy-community.sites.uu.nl/governance/>

### DoY Administration

A few simple things make DoY's administration clear and searchable:

- Use **Outlook Calendar** and share your Calendar with the DoY secretariat ([DoY-secr@uu.nl](mailto:DoY-secr@uu.nl)). Also, add here the days on which you don't work (e.g., "No meetings on Wednesdays" as a recurrent appointment)
- Use **group email addresses** as much as possible, e.g., the group email addresses of the DoY communities
- On your **UU profile page** add to strategic themes / focus areas (if applicable): Dynamics of Youth (so you'll be added to those pages as well) and the specific DoY community, when desired
- **Research output** can be added in [Pure](#) (you can link this with your Orcid ID). If you have questions regarding Pure, please contact Marjet Janmaat, [<M.H.Janmaat@uu.nl>](mailto:M.H.Janmaat@uu.nl)

### DoY contact

For contact details, please see our website: <https://www.uu.nl/en/research/dynamics-of-youth/organisation>