

PROFESSIONAL SERVICES MANAGEMENT INSTRUCTION 2022

This Management Instruction was adopted by the Professional Services Administrator on 17 October 2022, with due observance of the advice of the service council.

This Management Instruction was approved by the Executive Board on 15 December 2022, as referred to in Article 11.12 of the BBR-EUR.

This Management Instruction take effect on 1 December 2022.

Inhoud

Chapter 1 - General	3
Article 1.1 - Definitions	3
Article 1.2 - Sub-Mandate or Sub-Power of Attorney general.....	5
Article 1.3 - Limits of Sub-Mandate or Sub-Power of Attorney	6
Article 1.4 - Restrictions on term of Sub-Mandate or Sub-Power of Attorney.....	6
Article 1.5 - Accountability and obligation to provide information.....	7
Article 1.6 - Administrative Organisation of the Management Unit.....	7
Chapter 2 - Sub-Mandates or Sub-Powers of Attorney to the Administrator.....	8
Article 2.1 - The Administrator.....	8
Article 2.2 - Administrative Tasks concerning Finance.	8
Article 2.3 - Administrative Tasks regarding Officers.....	8
Article 2.4 - Administrative Tasks regarding movable and immovable property.	9
Article 2.5 - Administrative Tasks concerning student facilities.	10
Article 2.6 - Administrative Tasks regarding information systems.	10
Chapter 3 - Sub-Mandates or Sub-Powers of Attorney to the Sub-Administrators	11
Article 3.1 - Sub-Administrators.....	11
Chapter 4 - Recording and verification	11
Article 4.1 - Recording.....	11
Article 4.2 - Verification	11
Chapter 5 - Other provisions.....	11
Article 5.1 - Replacement scheme	11
Article 5.2 - Decision-making power	12
Article 5.3 - Short title.....	12
Article 5.4 - Repeal.....	12
Article 5.5 - Effective date and publication.....	12
Article 5.6 - Translation.....	12
Article 5.7 - Management of the scheme	12

Chapter 1 - General

Article 1.1 - Definitions

1. In this Administrative Instruction and the provisions based upon it, the following terms are defined as follows:

- *BBR-EUR*: Management and Administration Regulations of EUR, as referred to in Article 9.4 of the Act;
- *Administration*: the entirety of the resolutions and decisions, transactions and actions whereby the policy of the EUR is implemented with regard to the acquisition and provision of the financial resources, the acquisition, care and maintenance of the material resources, as well as the commitment of Personnel and the effective and lawful use of these resources;
- *Administrator*: the person who is charged with the performance of tasks in relation to Administration on the instructions, in the name and under the responsibility of the Executive Board (in an administrative law sense) and the EUR (in a private law sense), here the Professional Services Coordinator as referred to in Article 10.1(5) and Article 10.3 BBR-EUR;
- *Management Unit*: organisational unit established by the Executive Board, within which the Administration is conducted by the Administrator, here Professional Services;
- *Management Instructions*: arrangement with regard to the topics as described in Article 11.12 BBR-EUR;
- *Administrative Task*: legal act or decision with regard to the administration of Officers, administration of finances, administration of movable and immovable property, administration of information systems, administration of student facilities, on behalf of the EUR or the Executive Board.
- *Decision*: a decision as referred to in Section 1:3 of the General Administrative Law Act (Awb);
- *Professional Services Coordinator*: Administrator of the Professional Services Management Unit;
- *Service Director*: Head of a Service Unit and Sub-Administrator, as referred to in Article 10.1 BBR-EUR;
- *Service Unit*: Sub-Administrative Unit, as referred to in Article 10.1(3) BBR-EUR;
- *EUR*: a legal entity established pursuant to public law named Erasmus University Rotterdam;
- *Officer*: member of the Personnel or person working for the EUR on some other grounds, in a defined or undefined position (SAP-HR);
- *Sub-Administrator*: the person charged on the instructions, in the name and under the responsibility of the Administrator, with the execution of Sub-Mandates or Sub-Powers of

- *Sub-Management Unit*: Attorneys within their own Sub-Management Unit, here the Service Director;
part of the Management Unit, here the services referred to in Article 10.1(3) BBR-EUR;
- *Sub-Mandate*: administrative-law Administrative Tasks mandated by the Administrator, Sub-Administrator or Officer to a Sub-Administrator or Officer lower in rank;
- *Sub-Power of Attorney*: private-law Administrative Tasks provided by an Administrator, Sub-Administrator or Officer in Sub-Power of Attorney to a Sub-Administrator or Officer lower in rank;
- *Power of Attorney*: the power which a principal or sub-principal grants to another, the attorney-in-fact, to perform juridical acts in his name, as referred to in Article 3:60 of the Dutch Civil Code.

2. Concepts not defined have the same meaning as in the BBR-EUR.

Explanation

The Administrator has a Mandate and Power of Attorney pursuant to Article 11.10 BBR-EUR.

The Administrator can grant Sub-Mandate and Sub-Power of Attorney pursuant to Article 11.11 BBR-EUR.

The Administrator, the Mandator/Sub-Mandator and the Principal/Sub-Principal will remain authorised to exercise the power themselves (Section 10:7 Awb and Article 3:60 DCC).

The Administrator, the Mandator/Sub-Mandator and the Principal/Sub-Principal can withdraw or revoke his Sub-Mandate or Sub-Power of Attorney at any time (Section 10:8 Awb in conjunction with Article 3:72 DCC).

From the BBR-EUR:

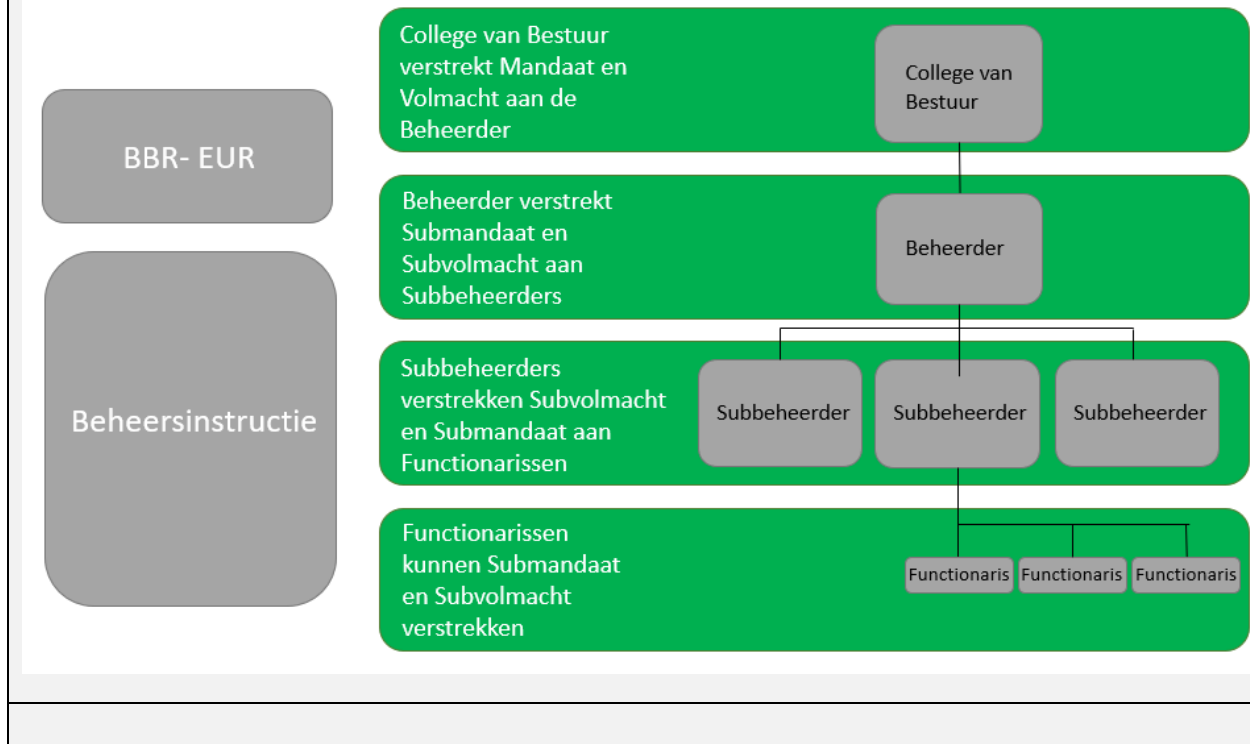
Article 10.1 -Central services

1. The University has the following central services:
 - a. the General Administrative Service (in short: ABD);
 - b. the university library (in short: UB);
 - c. Professional Services (in short: PRO).
2. PRO consists of seven service units, each with its own service director, namely:
 - a. Education & Student Affairs (in short: E&S);
 - b. Erasmus Research Services (in short: ERS);
 - c. Finance (in short: Finance);
 - d. Human Resources (in short: HR);
 - e. Erasmus Digitalisation & Information Services (in short: EDIS);
 - f. Marketing & Communication (in short: M&C);
 - g. Real Estate & Facilities (in short: RE&F).
4. ABD, UB and PRO are Administrative Units.
5. The director of ABD, the coordinator of PRO and the university librarian of the UB are Administrators.

Article 11.12 - Management Instruction

1. Every Administrator shall draw up further arrangements with regard to the structure of the Management Unit and the Sub-Mandate and Sub-Power of Attorney granted by him/her, named: the Management Instruction. The Administrative Instruction adopted or amended shall require the approval of the Executive Board.
2. The Management Instruction regulates:
 - a. whether and, if so, how the Management Unit is divided into Sub-Management Units;

- b. a list of duties and powers that the Administrator has reserved for him/herself;
- c. a list of which Officers perform which duties and powers pursuant to Sub-Mandate and Sub-Power of Attorney;
- d. a provision for the performance of Administrative Tasks in the event that the Administrator or Sub-Administrator is absent.



Article 1.2 - Sub-Mandate or Sub-Power of Attorney general

1. Sub-Mandate or Sub-Power of Attorney may be granted in general or for a specific case.
2. Sub-Mandate or Sub-Power of Attorney shall be granted in writing.
3. In the event of a conflict between the specific Sub-Mandate or the specific Sub-Power of Attorney and the general Sub-Mandate or the general Sub-Power of Attorney, the specific Sub-Mandate or the specific Sub-Power of Attorney will prevail.
4. Sub-Mandate or Sub-Power of Attorney can only be granted to a Department Head and Officer working within the same Management Unit as the Sub-Administrator or Officer granting the Sub-Mandate or Sub-Power of Attorney.
5. The granting of a Sub-Mandate or Sub-Power of Attorney will follow the organisational structure of the organisational unit, without skipping any hierarchical reporting lines, unless they are not directly derived from the manager.
6. The Administrator can grant Sub-Mandate or Sub-Power of Attorney to the Sub-Administrators.
7. The Sub-Administrators can grant Sub-Mandate or Sub-Power of Attorney to Officers.
8. An Officer can only take a Decision or engage in a private-law act on behalf of EUR if he or she has been granted Sub-Mandate or Sub-Power of Attorney to do so (see Annexes 1 through 7).
9. A Decision adopted in Sub-Mandate shall be considered a Decision of the Executive Board or of the Administrator.
10. With due observance of the limits of the Sub-Mandate granted, the sub-mandatory is authorised to take and sign a Decision.

Article 1.3 - Limits of Sub-Mandate or Sub-Power of Attorney

1. The Sub-Mandator or Sub-Principal can stipulate further rules and guidelines for the performance of the Sub-Mandate or Sub-Power of Attorney.
2. In the performance of his Sub-Mandate or Sub-Power of Attorney, the sub-mandatory or sub-attorney in fact is bound by statutory provisions, the Collective Labour Agreement for Dutch Universities, internal regulations within EUR, rules and guidelines as referred to in the first paragraph of this article, the reasonable interests of the Sub-Mandator or Sub-Principal, the employment contract, as well as the limits of the Sub-Mandate or Sub-Power of Attorney.
3. A Sub-Mandate or Sub-Power of Attorney will in any case not be exercised if:
 - a. the Executive Board has indicated that it wants to take care of handling the matter;
 - b. the decision concerns a person higher in the chain of the Sub-Mandate or Sub-Power of Attorney;
 - c. the decision concerns the sub-mandatory or sub-attorney in fact himself;
 - d. it concerns a matter whereby the prescribed manner of consultation or handling has not yet been completed;
 - e. it concerns a new matter of a fundamental nature, unless the Executive Board has already adopted a policy position on this matter;
 - f. the sub-mandatory or sub-attorney in fact could reasonably have suspected that his or her Decision will have important ancillary aspects or additional consequences, such as precedent effect, unequal treatment of equal cases and the like.
4. The sub-mandatory or sub-attorney in fact shall inform his Sub-Mandator or Sub-Principal about the non-exercise of the Sub-Mandate or Sub-Power of Attorney as referred to in the third paragraph.
5. The consequences of legal acts performed by an unauthorised Officer can be recovered personally from the relevant Officer.
6. In any event, no Sub-Mandate will be granted if it concerns a decision to annul or withhold approval for a decision by another administrative body.

Explanation

Second paragraph:

An example of this is procurement policy.

Third paragraph, part b:

For example, with a view to integrity, it is undesirable for someone to approve an expense claim from a person higher in the chain of the Sub-Mandate or Sub-Power of Attorney.

Third paragraph, part c:

It is important that a Sub-Mandate or Sub-Power of Attorney not be exercised if there is a risk of a conflict of interest.

Third paragraph, part d:

This could include advice or approval from the service council that has not yet been completed.

Article 1.4 - Restrictions on term of Sub-Mandate or Sub-Power of Attorney

1. Sub-Mandate or Sub-Power of Attorney is only granted for obligations relating to a period of no more than four years and to the extent that the obligation does not exceed the amount of 206,000 euros, excluding VAT, on average per year (Article 11.14 BBR-EUR).

2. Financial obligations that have the possibility of tacit renewal are equated with obligations with a term of more than four years and are therefore reserved for the Executive Board, unless the initial obligation does not exceed the amount of 1,000 euros, excluding VAT, per year (Article 11.7(1)(c) BBR-EUR).

Article 1.5 - Accountability and obligation to provide information

1. The Service Directors are accountable to the Executive Board with regard to the exercise of the Sub-Mandate or Sub-Power of Attorney granted to them by the Professional Services Coordinator.
2. The sub-mandatory or sub-attorney in fact is accountable to the Sub-Mandator or Sub-Principal and shall provide him or her with all information, both financial and non-financial, that he or she needs in order to be able to supervise the manner in which the Sub-Mandate or Sub-Power of Attorney is exercised.
3. The Sub-Mandator or Sub-Principal may set further rules on the frequency and manner in which the sub-mandatory or sub-attorney in fact renders account and provides information.
4. The sub-mandatory or sub-attorney in fact shall immediately inform the Service Director of his Service Unit about:
 - a. important ancillary aspects or additional consequences, such as precedent effect or unequal treatment in equal cases within its Management Unit of a power exercised by a Sub-Administrator in Sub-Mandate or Sub-Power of Attorney;
 - b. imminent exceeding of the financial resources made available to the relevant Management Unit in the context of the budget adopted;
 - c. criminal offences or the suspicion thereof, committed at EUR, of which the Sub-Administrator becomes aware in the performance of his duties;
 - d. events that could have far-reaching consequences for the EUR and which the Sub-Administrator could reasonably have suspected.

Article 1.6 - Administrative Organisation of the Administrative Unit

The Management Unit consists of seven Sub-Management Units, as referred to in Article 10.1(3) BBR-EUR.

Explanation

The Sub-Management Units correspond to the following Service Units:

- Education & Student Affairs (E&S)
- Erasmus Research Services (ERS)
- Finance (Finance)
- Human Resources (HR)
- Erasmus Digitalisation and Information Services (in short: EDIS);
- Marketing & Communication (M&C)
- Real Estate & Facilities (RE&F)

Chapter 2 - Sub-Mandates or Sub-Powers of Attorney to the Administrator

Article 2.1 - The Administrator

1. The Administrator has Administrative Tasks pursuant to the BBR-EUR.
2. The Administrative Tasks are sub-mandated and given in Sub-Power of Attorney by the Administrator to the Professional Services Service Directors, without any reservation, but with room for differentiation (Article 10.3(2) BBR-EUR). The Sub-Mandates and Sub-Powers of Attorney are included in Annexes 1 through 7.

Article 2.2 - Administrative Tasks concerning Finance.

1. The Administrator has the following Administrative Tasks concerning Finance:
 - a. entering into obligations, not relating to construction, insofar as the obligation relates to a period of no more than 4 years and the obligation does not exceed the amount of 206,000 euros, exclusive of VAT, on average per year (Article 11.14(2) BBR-EUR).
 - b. entering into obligations in the context of subsidy agreements as referred to in Article 11.7(2) BBR EUR, within the limits described in that article (Article 11.7(4) BBR-EUR).
 - c. drawing up a budget in which the income and expenditure are estimated separately (Article 11.2(1)(a) in conjunction with Article 11.14(1) BBR-EUR).
 - d. administering the income and expenditure, as well as the budget, using the information systems authorised within the EUR (Article 11.2(1)(b) in conjunction with Article 11.14(1) BBR-EUR).
 - e. administering assets and liabilities, including the registration of movable property, receivables and debts, and immovable property, loan and equity capital, using the information systems authorised within the EUR (Article 11.2(1)(c) in conjunction with Article 11.14(1) BBR-EUR);
 - f. keeping the payroll records and performing the necessary administrative acts for this purpose (Article 11.2(1)(h) BBR-EUR).
 - g. entering into obligations for the new construction and/or renovation of existing buildings, within the limits described in Article 11.14(2) BBR-EUR (Article 11.2(1)(k) in conjunction with Article 11.14(2) BBR-EUR).

Article 2.3 - Administrative Tasks regarding Officers

1. The Administrator has the following Administrative Tasks with regard to Officers:
 - a. the setup of the organisation (Article 11.1(1)(a) in conjunction with Article 11.13(1) BBR-EUR).
 - b. the classification of positions based on the UFO system (Article 11.1(1)(b) in conjunction with Article 11.13(1) BBR-EUR).
 - c. implementing a reorganisation (Article 11.1(1)(d) in conjunction with Article 11.13(1) BBR-EUR).
 - d. opening up job vacancies (Article 11.1(1)(e) in conjunction with Article 11.13(1) BBR-EUR).
 - e. releasing job vacancies for open recruitment as well as the placement of advertisements or the creation of another method of recruitment (Article 11.1(1)(f) in conjunction with Article 11.13(1) BBR-EUR).
 - f. the selection of Officers (Article 11.1(1)(g) in conjunction with Article 11.13(1) BBR-EUR).
 - g. entering into an employment contract with an Officer, as well as the transfer of an Officer (Article 11.1(1)(h) in conjunction with Article 11.13(1) BBR-EUR).

- h. putting persons to work outside the EUR, including secondment, including the actions required for this, with the exception of the [...] to Service Directors of PRO (Article 11.1(1)(i) in conjunction with 11.13(1) BBR-EUR).
 - i. the classification of Officers (Article 11.1(1)(k) in conjunction with Article 11.13(1) BBR-EUR).
 - j. granting periodic salary increases, promotions, allowances, bonuses and life-course schemes in so far as these do not exceed an amount of €12,500 net per year (Article 11.1(1)(m) and Article 11.13(1) BBR-EUR).
 - k. reimbursing costs as referred to in legislation and regulations, Collective Labour Agreement for Dutch Universities and EUR schemes (Article 11.1(1)(n) in conjunction with Article 11.13(1) BBR-EUR).
 - l. imposing the obligation to relocate (Article 11.1(1)(o) in conjunction with Article 11.13(1) BBR-EUR).
 - m. instructing that an Officer be assigned to a different position against his/her will (Article 11.1(1)(p) in conjunction with Article 11.13(1) BBR-EUR).
 - n. providing a written reprimand or imposing a suspension (Article 11.6(1)(g) BBR-EUR).
 - o. applying holiday and leave arrangements in individual cases (Article 11.1(1)(r) in conjunction with Article 11.13(1) BBR-EUR).
 - p. decisions in connection with working hours, reduction in working hours, extension of working hours and attendance (Article 11.1(1)(s) in conjunction with Article 11.13(1) BBR-EUR).
 - q. providing study facilities, including service programmes (Article 11.1(1)(t) in conjunction with Article 11.13(1) BBR-EUR).
 - r. the responsibility for forming an opinion on the functioning of an Officer (Article 11.1(1)(u) in conjunction with Article 11.13(1) BBR-EUR).
 - s. giving an instruction, which may result in a sanction in the event of non-compliance (Article 11.1(1)(v) in conjunction with Article 11.6(1)(1) BBR-EUR).
 - t. rendering account on the effective and lawful commitment of Officers, including granting permission for the performance of ancillary activities and establishing the conditions that apply in this respect (Article 11.1(1)(w) in conjunction with Article 11.13(1) BBR-EUR).
 - u. general responsibility for working conditions, including safety, health and wellbeing, arising from university activities (Article 11.1(1)(x) in conjunction with Article 11.13(1) BBR-EUR).
 - v. the keeping of personnel records and the performance of the necessary administrative acts (Article 11.1(1)(y) in conjunction with Article 11.13(1) BBR-EUR).
 - w. administering the personnel information systems authorised within the EUR (Article 11.1(1)(z) in conjunction with Article 11.13(1) BBR-EUR).
2. The Administrative Tasks regarding Officers do not apply to (the position of) a Service Director of Professional Services. Responsibility for forming an opinion on the performance of the Professional Services Service Directors is reserved for the Executive Board (Article 11.6(1)(q) BBR-EUR).

Article 2.4 - Administrative Tasks regarding movable and immovable property.

1. The Administrator has the following Administrative Tasks with regard to movable and immovable property:

- a. the setup for the use of movable and immovable property (Article 11.3(1)(d) in conjunction with Article 11.15(1) BBR-EUR).
- b. the maintenance and replacement of movable property (Article 11.3(1)(e) in conjunction with Article 11.15(1) BBR-EUR).
- c. making spaces and buildings available and letting these out to the Administrators, recognised student organisations and third parties, in so far as no reservation has been made by the Executive Board (Article 11.3(1)(f) in conjunction with Article 11.15(2) BBR-EUR).
- d. supervision of the lawful and efficient use of movable and immovable property (Article 11.3(1)(f) in conjunction with Article 11.15(2) BBR-EUR).
- e. accounting for the lawful and efficient use of the movable and immovable property.
- f. applying for the required permits in the areas of safety, health and working conditions (Article 11.17(3) BBR-EUR).

Article 2.5 - Administrative Tasks concerning student facilities.

1. The Administrator has the following Administrative Tasks with regard to student facilities:
 - a. keeping the student records, for both national and international students (Article 11.5(1)(a) BBR-EUR).
 - b. administering the education systems (Article 11.5(1)(d) in conjunction with paragraph 3 of the BBR-EUR).
 - c. ensuring, to the extent possible, the general well-being of students (Article 11.5(1)(c) in conjunction with (3) BBR-EUR).
 - d. establishing rules and guidelines of a procedural nature regarding (re)registration and termination of registration as referred to in Sections 7.33, 7:42 and 7:42a WHW (Article 11.5(1)(d) in conjunction with (3) BBR-EUR).

Article 2.6 - Administrative Tasks regarding information systems.

1. The Administrator has the following Administrative Tasks with regard to information systems:
 - a. determining the setup of the information systems (Article 11.4(1)(a) in conjunction with Article 11.16(1) BBR-EUR).
 - b. ensuring that data are entered into these information systems (Article 11.4(1)(b) in conjunction with Article 11.16(1) BBR-EUR).
 - c. preserving and monitoring the data collections with due observance of the rules and guidelines established for that purpose (Article art.11.4(1)(c) in conjunction with Article 11.16(1) BBR-EUR).
 - d. making (parts of) the data collections available to users (Article 11.4(1)(d) in conjunction with Article 11.16(1) BBR-EUR).
 - e. regulating public access to the systems, including the regulation of accessibility for an individual to those parts of the systems which contain data on individuals (Article 11.4(1)(e) in conjunction with Article 11.16(1) BBR-EUR).
 - f. the supervision of the lawful and effective use of the systems (Article 11.4(1)(f) in conjunction with Article 11.16(1) BBR-EUR).
 - g. accounting for the lawful and effective use of the systems (Article 11.4(1)(g) in conjunction with Article 11.16(1) BBR-EUR).

Chapter 3 - Sub-Mandates or Sub-Powers of Attorney to the Sub-Administrators

Article 3.1 - Sub-Administrators

1. The Administrator sub-mandates the Administrative Tasks and grants Sub-Power of Attorney with regard to the Administrative Tasks to the Service Directors of the following services:
 - Education & Student Affairs (Annex 1);
 - Erasmus Research Services (Annex 2);
 - Finance (Annex 3);
 - Human Resources (Annex 4);
 - Information Technology (Annex 5);
 - Marketing & Communication (Annex 6);
 - Real Estate & Facilities (Annex 7).
2. The Sub-Administrators, referred to in Article 3.1(1) of this Administrative Instruction, grant Sub-Mandate and/or Sub-Power of Attorney to the department heads of the Sub-Management Units for the performance of the tasks described in this Management Instruction and mandated to them or given in a Power of Attorney.
3. Sub-Mandates or Sub-Powers of Attorney can only be provided by the Sub-Administrators to Officers.

Chapter 4 - Recording and verification

Article 4.1 - Recording

The signed original of every agreement will be entrusted, digitally or otherwise, to the Management Unit and the controller of the Service Unit will be informed of the scope of the obligation entered into, the notice period and conditions, as well as the remaining term of the agreement.

Article 4.2 - Verification

Every year, the Administrator and Sub-Administrators will provide the Executive Board with an overview of the topics performed pursuant to a Mandate and Power of Attorney (Article 11.10(1) BBR-EUR).

Chapter 5 - Other provisions

Article 5.1 - Replacement scheme

1. In the event of the Administrator's absence or inability to act, the performance of his Administrative Tasks will be taken over by one of the Service Directors within Professional Services. This deputy will be designated by the Administrator In Writing, by means of a Decision of the Administrator.
2. In the event of the absence or inability to act of both the Administrator and his deputy, the Administrative Tasks will be performed by one or more persons designated by the Administrator

within the Administrative Unit. These persons will be designated In Writing prior to the absence or inability to act, by decision of the Administrator.

3. The replacement will be performed in accordance with the replacement sub-mandate or replacement sub-power of attorney to that end.

Article 5.2 - Decision-making power

In cases not provided for in this Administrative Instruction, the Executive Board will decide.

Article 5.3 - Short title

This Management Instruction shall be cited as: Professional Services Management Instruction 2022.

Article 5.4 - Repeal

The University Support Centre Management Instruction 2015 is repealed simultaneously with the entry into force of the PRO Management Instruction 2022.

Article 5.5 - Effective date and publication

1. The Management Instruction will take effect on 1 December 2022.
2. The Management Instruction is published by the Administrator on the website.

Article 5.6 - Translation

In the event that the translation of this Management Instruction leads to a conflict between the translated Management Instruction and the Dutch-language Administrative Instruction, the Dutch-language Management Instruction will prevail.

Article 5.7 - Management of the scheme

This Management Instruction is managed by the Administrator and Service Directors jointly.

Annex 1 Education & Student Affairs

Article B1.1 - Sub-Mandate and Sub-Power of Attorney regarding Officers to the Education & Student Affairs Service Director

With regard to administration concerning Officers, the Service Director of Education & Student Affairs is given the following administrative tasks under a sub-mandate or sub-power of attorney:

- a. the setup of the organisation (Article 11.1(1)(a) in conjunction with Article 11.13(1) BBR-EUR).
- b. the classification of positions based on the UFO system (Article 11.1(1)(b) in conjunction with Article 11.13(1) BBR-EUR).
- c. implementing a reorganisation (Article 11.1(1)(d) in conjunction with Article 11.13(1) BBR-EUR).
- d. opening up job vacancies (Article 11.1(1)(e) in conjunction with Article 11.13(1) BBR-EUR).
- e. releasing job vacancies for open recruitment as well as the placement of advertisements or the creation of another method of recruitment (Article 11.1(1)(f) in conjunction with Article 11.13(1) BBR-EUR).
- f. the selection of Officers (Article 11.1(1)(g) in conjunction with Article 11.13(1) BBR-EUR).
- g. entering into an employment contract with an Officer, as well as the transfer of an Officer (Article 11.1(1)(h) in conjunction with Article 11.13(1) BBR-EUR).
- h. putting persons to work outside the EUR, including secondment, including the actions required for this, except in relation to Service Directors of Professional Services (Article 11.1(1)(i) in conjunction with 11.13(1) BBR-EUR).
- i. the classification of Officers (Article 11.1(1)(k) in conjunction with Article 11.13(1) BBR-EUR).
- j. granting periodic salary increases, promotions, allowances, bonuses and life-course schemes in so far as these do not exceed an amount of €12,500 net per calendar year (Article 11.1(1)(m) and Article 11.13(1) BBR-EUR).
- k. reimbursing costs as referred to in legislation and regulations, Collective Labour Agreement for Dutch Universities and EUR schemes (Article 11.1(1)(n) in conjunction with Article 11.13(1) BBR-EUR).

- m. imposing the obligation to relocate (Article 11.1(1)(o) in conjunction with Article 11.13(1) BBR-EUR).
- n. instructing that an Officer be assigned to a different position against his/her will (Article 11.1(1)(p) in conjunction with Article 11.13(1) BBR-EUR).
- o. providing a written reprimand or imposing a suspension (Article 11.6(1)(g) BBR-EUR).
- p. applying holiday and leave arrangements in individual cases (Article 11.1(1)(r) in conjunction with Article 11.13(1) BBR-EUR).
- q. decisions in connection with working hours, reduction in working hours, extension of working hours and attendance (Article 11.1(1)(s) in conjunction with Article 11.13(1) BBR-EUR).
- r. providing study facilities, including service programmes (Article 11.1(1)(t) in conjunction with Article 11.13(1) BBR-EUR).
- s. the responsibility for forming an opinion on the functioning of an Officer (Article 11.1(1)(u) in conjunction with Article 11.13(1) BBR-EUR).
- t. giving an instruction, which may result in a sanction in the event of non-compliance (Article 11.1(1)(v) in conjunction with Article 11.6(1)(1) BBR-EUR).
- u. rendering account on the effective and lawful commitment of Officers, including granting permission for the performance of ancillary activities and establishing the conditions that apply in this respect (Article 11.1(1)(w) in conjunction with Article 11.13(1) BBR-EUR).
- v. general responsibility for working conditions, including safety, health and wellbeing, arising from university activities (Article 11.1(1)(x) in conjunction with Article 11.13(1) BBR-EUR).
- w. the keeping of personnel records and the performance of the necessary administrative acts (Article 11.1(1)(y) in conjunction with Article 11.13(1) BBR-EUR).
- x. administering the personnel information systems authorised within the EUR (Article 11.1(1)(z) in conjunction with Article 11.13(1) BBR-EUR).

Article B1.2 - Sub-Mandate and sub-power of attorney regarding Finance to the Service Director of Education & Student Affairs

With regard to administration concerning Finance, the Service Director of Education & Student Affairs is given the following administrative tasks under a sub-mandate or sub-power of attorney:

- a. entering into obligations, not relating to construction, insofar as the obligation relates to a period of no more than 4 years and the obligation does not exceed the amount of 206,000 euros, exclusive of VAT, on average per year (Article 11.14(2) BBR-EUR).
- b. drawing up a budget in which the income and expenditure are estimated separately (Article 11.2(1)(a) in conjunction with Article 11.14(1) BBR-EUR).
- c. administering the income and expenditure, as well as the budget, using the information systems authorised within the EUR (Article 11.2(1)(b) in conjunction with Article 11.14(1) BBR-EUR).

- d. administering assets and liabilities, including the registration of movable property, receivables and debts, and immovable property, loan and equity capital, using the information systems authorised within the EUR (Article 11.2(1)(c) in conjunction with Article 11.14(1) BBR-EUR);
- e. keeping the payroll records and performing the necessary administrative acts for this purpose (Article 11.2(1)(h) BBR-EUR).

Article B1.3 - Sub-Mandate and sub-power of attorney regarding Student Facilities to the Service Director of Education & Student Affairs

With regard to administration concerning Student Facilities, the Service Director of Education & Student Affairs is given the following administrative tasks under a sub-mandate or sub-power of attorney:

- f. keeping the student records, for both national and international students (Article 11.5(1)(a) BBR-EUR).
- g. administering the education systems (Article 11.5(1)(d) in conjunction with paragraph 3 of the BBR-EUR).
- h. ensuring, to the extent possible, the general well-being of students (Article 11.5(1)(c) in conjunction with (3) BBR-EUR).
- i. establishing rules and guidelines of a procedural nature regarding (re)registration and termination of registration as referred to in Sections 7:33, 7:42 and 7:42a WHW (Article 11.5(1)(d) in conjunction with (3) BBR-EUR).

Article B1.4 - Sub-Mandate and Sub-Power of Attorney regarding Officers to the Department Heads

With regard to administration concerning Officers, the Department Heads of Student Administration, Student Facilities, International Office and Advice and Administration of Education Systems are given the following administrative tasks under a sub-mandate or sub-power of attorney:

- a. the selection of Officers (Article 11.1(1)(g) in conjunction with Article 11.13(1) BBR-EUR).
- b. applying holiday and leave arrangements in individual cases (Article 11.1(1)(r) in conjunction with Article 11.13(1) BBR-EUR).
- c. responsibility for forming an opinion on the performance of an Officer under the authority of the particular Department Head.

Article B1.5 - Sub-Mandate and sub-power of attorney regarding Finance to the Department Heads

With regard to administration concerning Finances, the Department Heads of Student Administration, Student Facilities, International Office and Advice and Administration of Education Systems are given the following administrative tasks under a sub-mandate or sub-power of attorney:

- a. entering into obligations, not relating to construction, insofar as the obligation relates to a period of no more than 4 years and the obligation does not exceed the amount of 50,000 euros, exclusive of VAT, on average per year.
- b. the Department Heads are authorised to sub-mandate the mandate and power of attorney as referred to under a to an Officer falling under the authority of the relevant Department Head, in so far as the obligation does not exceed the amount of 10,000 euros.

Article B1.6 - Sub-Mandate and sub-power of attorney regarding Student Facilities to the Department Heads

1. With regard to administration concerning Student Facilities, the Department Head of Student Administration is given the following administrative tasks under a sub-mandate or sub-power of attorney:
 - a. establishing rules and guidelines of a procedural nature regarding (re)registration and termination of registration as referred to in Sections 7.33, 7:42 and 7:42a WHW (Article 11.5(1)(d) in conjunction with (3) BBR-EUR).
 - b. keeping the Student Records, for both national and international students as referred to in (Article 11.5(1)(a))
 - c. ensuring, to the extent possible, the general well-being of students (Article 11.5(1)(c))
2. With regard to administration concerning Student Facilities, the Department Head of Advice and Administration of Education Systems is given the following administrative tasks under a sub-mandate or sub-power of attorney:
 - a. administering the education systems (Article 11.5(1)(b)).

Article B1.7 - Sub-Mandate and sub-power of attorney regarding Officers of Department Heads to Officers

With regard to administration concerning Officers, the Process Coordinator of the EUR Examination Organisation is given the following administrative task under a sub-mandate or sub-power of attorney:

- a. the selection of surveillance officers (Article 11.1(1)(g) in conjunction with Article 11.13(1) BBR-EUR).

Article B1.8 - Sub-Mandate and sub-power of attorney regarding Finances of Department Heads to Officers

With regard to administration concerning Finances, the Department Head of Student Facilities gives the following administrative tasks under a sub-mandate or sub-power of attorney:

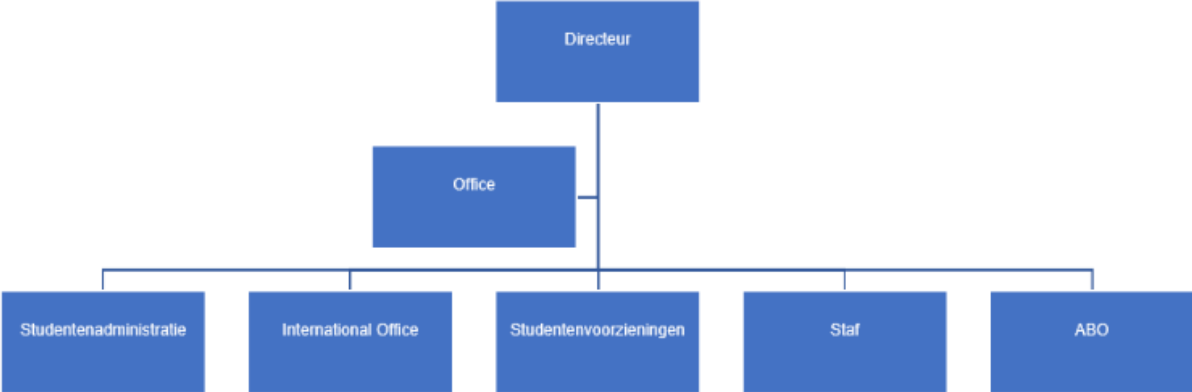
- a. to the chairman and treasurer of the Eurekaweek Board: entering into obligations in the context of the creation of the Eurekaweek, including, but not limited to, entering into a collaboration with third parties, in so far as the obligation relates to a period of up to 1 year and the obligation does not exceed the amount of 5,000 euros including VAT.

- b. to the Training Manager of the Language & Training Centre (LTC): entering into obligations, not relating to construction, insofar as the obligation relates to a period of no more than 1 year and the obligation does not exceed the amount of 5,000 euros, including VAT.
- c. to the S-G Team Member who manages the finances: entering into obligations not relating to construction, insofar as the obligation relates to a period of no more than 1 year and the obligation does not exceed the amount of 1,000 euros, including VAT.

Article B1.9 - Replacement scheme

- a. in the event of the absence or inability to act of the Education & Student Affairs Service Director, the Head of Student Facilities will take over the performance of his/her Administrative Tasks. If the Head of Student Facilities is absent or unable to act, the performance of the Service Director's Administrative Tasks will be taken over by the Head of Student Administration.
- b. in foreseeable cases, the replacement will be performed in accordance with a replacement sub-mandate or sub-power of attorney drawn up for that purpose.

Organisational chart E&S



Article B2.1 - Sub-Mandate and sub-power of attorney regarding Officers to the Erasmus Research Services Service Director

With regard to administration concerning Officers, the Erasmus Research Services Service Director is given the following administrative tasks under a sub-mandate or sub-power of attorney:

- a. the setup of the organisation (Article 11.1(1)(a) in conjunction with Article 11.13(1) BBR-EUR).
- b. the classification of positions based on the UFO system (Article 11.1(1)(b) in conjunction with Article 11.13(1) BBR-EUR).
- c. implementing a reorganisation (Article 11.1(1)(d) in conjunction with Article 11.13(1) BBR-EUR).
- d. opening up job vacancies (Article 11.1(1)(e) in conjunction with Article 11.13(1) BBR-EUR).
- e. releasing job vacancies for open recruitment as well as the placement of advertisements or the creation of another method of recruitment (Article 11.1(1)(f) in conjunction with Article 11.13(1) BBR-EUR).
- f. the selection of Officers (Article 11.1(1)(g) in conjunction with Article 11.13(1) BBR-EUR).
- g. entering into an employment contract with an Officer, as well as the transfer of an Officer (Article 11.1(1)(h) in conjunction with Article 11.13(1) BBR-EUR).
- h. putting persons to work outside the EUR, including secondment, including the actions required for this, except in relation to Service Directors of Professional Services (Article 11.1(1)(i) in conjunction with 11.13(1) BBR-EUR).
- i. the classification of Officers (Article 11.1(1)(k) in conjunction with Article 11.13(1) BBR-EUR).
- j. granting periodic salary increases, promotions, allowances, bonuses and life-course schemes in so far as these do not exceed an amount of €12,500 net per calendar year (Article 11.1(1)(m) and Article 11.13(1) BBR-EUR).
- k. reimbursing costs as referred to in legislation and regulations, Collective Labour Agreement for Dutch Universities and EUR schemes (Article 11.1(1)(n) in conjunction with Article 11.13(1) BBR-EUR).
- m. imposing the obligation to relocate (Article 11.1(1)(o) in conjunction with Article 11.13(1) BBR-EUR).
- n. instructing that an Officer be assigned to a different position against his/her will (Article 11.1(1)(p) in conjunction with Article 11.13(1) BBR-EUR).
- o. providing a written reprimand or imposing a suspension (Article 11.6(1)(g) BBR-EUR).
- p. applying holiday and leave arrangements in individual cases (Article 11.1(1)(r) in conjunction with Article 11.13(1) BBR-EUR).

- q. decisions in connection with working hours, reduction in working hours, extension of working hours and attendance (Article 11.1(1)(s) in conjunction with Article 11.13(1) BBR-EUR).
- r. providing study facilities, including service programmes (Article 11.1(1)(t) in conjunction with Article 11.13(1) BBR-EUR).
- s. the responsibility for forming an opinion on the functioning of an Officer (Article 11.1(1)(u) in conjunction with Article 11.13(1) BBR-EUR).
- t. giving an instruction, which may result in a sanction in the event of non-compliance (Article 11.1(1)(v) in conjunction with Article 11.6(1)(1) BBR-EUR).
- u. rendering account on the effective and lawful commitment of Officers, including granting permission for the performance of ancillary activities and establishing the conditions that apply in this respect (Article 11.1(1)(w) in conjunction with Article 11.13(1) BBR-EUR).
- v. general responsibility for working conditions, including safety, health and wellbeing, arising from university activities (Article 11.1(1)(x) in conjunction with Article 11.13(1) BBR-EUR).
- w. the keeping of personnel records and the performance of the necessary administrative acts (Article 11.1(1)(y) in conjunction with Article 11.13(1) BBR-EUR).
- x. administering the personnel information systems authorised within the EUR (Article 11.1(1)(z) in conjunction with Article 11.13(1) BBR-EUR).

Article B2.2 - Sub-Mandate and sub-power of attorney regarding Finances to the Erasmus Research Services Service Director

With regard to administration concerning Finances, the Erasmus Research Services Service Director is given the following administrative tasks under a sub-mandate or sub-power of attorney:

- j. entering into obligations, not relating to construction, insofar as the obligation relates to a period of no more than 4 years and the obligation does not exceed the amount of 206,000 euros, exclusive of VAT, on average per year (Article 11.14(2) BBR-EUR).
- k. entering into obligations in the context of subsidy agreements as referred to in Article 11.7(2) BBR EUR, within the limits described in that article (Article 11.7(4) BBR-EUR).
- l. drawing up a budget in which the income and expenditure are estimated separately (Article 11.2(1)(a) in conjunction with Article 11.14(1) BBR-EUR).
- m. administering the income and expenditure, as well as the budget, using the information systems authorised within the EUR (Article 11.2(1)(b) in conjunction with Article 11.14(1) BBR-EUR).
- n. administering assets and liabilities, including the registration of movable property, receivables and debts, and immovable property, loan and equity capital, using the information systems authorised within the EUR (Article 11.2(1)(c) in conjunction with Article 11.14(1) BBR-EUR).

- o. keeping the payroll records and performing the necessary administrative acts for this purpose (Article 11.2(1)(h) BBR-EUR);

Article B 2.3 - Sub-Mandate and sub-power of attorney regarding information systems to the Erasmus Research Services Service Director

With regard to administration concerning information systems, the Erasmus Research Services Service Director is given the following administrative tasks under a sub-mandate and sub-power of attorney:

- a. determining the setup of the information systems (Article 11.4(1)(a) in conjunction with Article 11.16(1) BBR-EUR).
- b. ensuring that data are entered into these information systems (Article 11.4(1)(b) in conjunction with Article 11.16(1) BBR-EUR).
- c. preserving and monitoring the data collections with due observance of the rules and guidelines established for that purpose (Article art.11.4(1)(c) in conjunction with Article 11.16(1) BBR-EUR).
- d. making (parts of) the data collections available to users (Article 11.4(1)(d) in conjunction with Article 11.16(1) BBR-EUR).
- e. regulating public access to the systems, including the regulation of accessibility for an individual to those parts of the systems which contain data on individuals (Article 11.4(1)(e) in conjunction with Article 11.16(1) BBR-EUR).
- f. the supervision of the lawful and effective use of the systems (Article 11.4(1)(f) in conjunction with Article 11.16(1) BBR-EUR).
- g. accounting for the lawful and effective use of the systems (Article 11.4(1)(g) in conjunction with Article 11.16(1) BBR-EUR).

Article B2.4 - Sub-Mandate and Sub-Power of Attorney regarding Officers to the Department Heads

With regard to administration concerning Officers, the Department Heads of Grant Support & Project Management, Business Development & Knowledge Transfer and Open & Responsible Science are given the following administrative tasks under a sub-mandate or sub-power of attorney:

- a. applying holiday and leave arrangements in individual cases (Article 11.1(1)(r) in conjunction with Article 11.13(1) BBR-EUR).
- b. decisions in connection with working hours, reduction in working hours, extension of working hours and presence (Article 11.1(1)(s) in conjunction with Article 11.13(1) BBR-EUR).
- c. providing study facilities, including service programmes (Article 11.1(1)(t) in conjunction with Article 11.13(1) BBR-EUR).
- d. responsibility for forming an opinion on an Officer's performance (Article

11.1(1)(u) in conjunction with Article 11.13(1) BBR-EUR).

Article B2.5 - Sub-Mandate and sub-power of attorney regarding Finances to the Department Heads

With regard to administration concerning Finances, the Department Heads of Grant Support & Project Management, Business Development & Knowledge Transfer and Open & Responsible Science are given the following administrative tasks under a sub-mandate or sub-power of attorney:

- a. entering into obligations, not relating to construction, insofar as the obligation relates to a period of no more than 4 years and the obligation does not exceed the amount of 50,000 euros, exclusive of VAT, on average per year.

Article B2.6 - Sub-Mandate and Sub-Power of Attorney regarding information systems to the Department Heads

With regard to administration concerning information systems, the Department Heads of Grant Support & Project Management, Business Development & Knowledge Transfer and Open & Responsible Science are given the following administrative tasks under a sub-mandate and sub-power of attorney:

- a. determining the setup of the information systems (Article 11.4(1)(a) in conjunction with Article 11.16(1) BBR-EUR).
- b. ensuring that data are entered into these information systems (Article 11.4(1)(b) in conjunction with Article 11.16(1) BBR-EUR).
- c. preserving and monitoring the data collections with due observance of the rules and guidelines established for that purpose (Article art.11.4(1)(c) in conjunction with Article 11.16(1) BBR-EUR).
- d. making (parts of) the data collections available to users (Article 11.4(1)(d) in conjunction with Article 11.16(1) BBR-EUR).
- e. regulating public access to the systems, including the regulation of accessibility for an individual to those parts of the systems which contain data on individuals (Article 11.4(1)(e) in conjunction with Article 11.16(1) BBR-EUR).
- f. the supervision of the lawful and effective use of the systems (Article 11.4(1)(f) in conjunction with Article 11.16(1) BBR-EUR).
- g. accounting for the lawful and effective use of the systems (Article 11.4(1)(g) in conjunction with Article 11.16(1) BBR-EUR).

Article B2.7 - Sub-Mandate and sub-power of attorney regarding Finances of Department Heads to Officers

With regard to administration concerning Finances, the ERS Communication Coordinator, the Coordinator for Project Management for Major Research Initiatives, the Coordinator Digital

Competence Centre and the EU Liaison officer are given the following administrative tasks under a sub-mandate or sub-power of attorney:

- a. entering into obligations, not relating to construction, insofar as the obligation relates to a period of no more than 4 years and the obligation does not exceed the amount of 8,000 euros, exclusive of VAT, on average per year.

Article B2.8 - Sub-Mandate and Sub-Power of Attorney regarding information systems of the Department Heads to the Officers

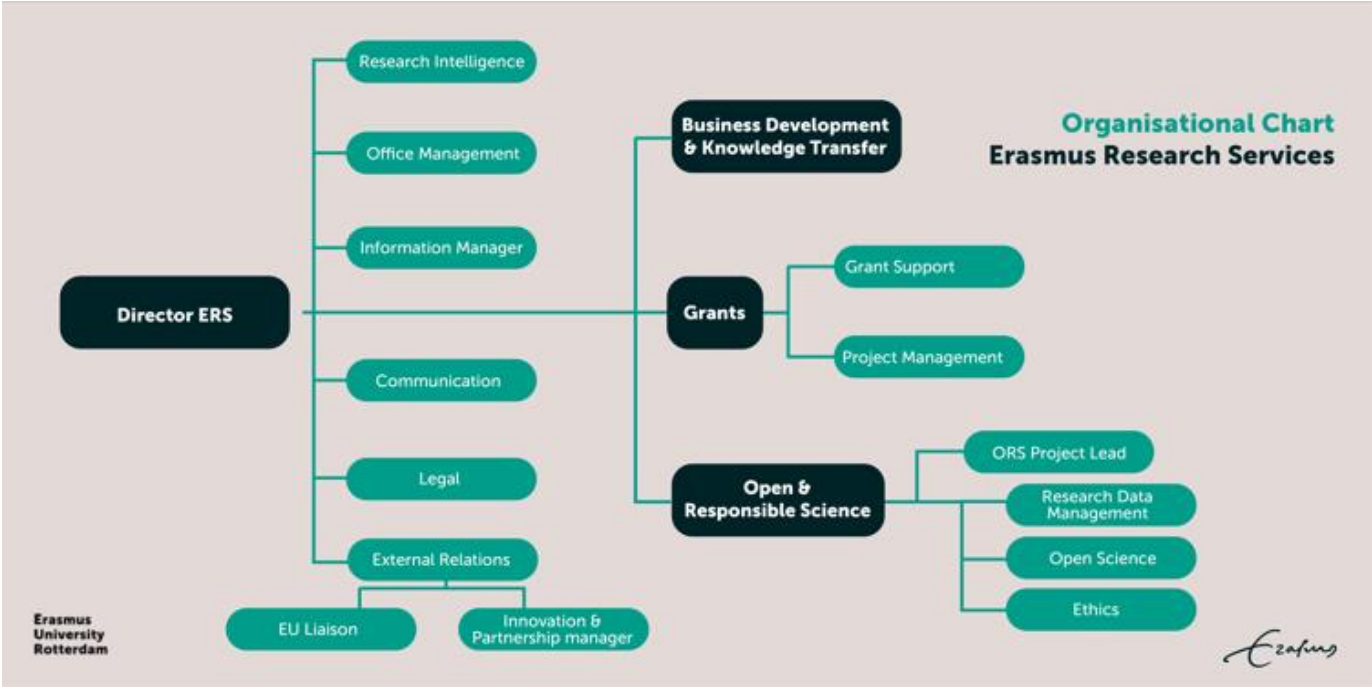
With regard to administration concerning Information systems, all ERS Officers are given the following administrative tasks under a sub-mandate or sub-power of attorney:

- b. ensuring that data are entered into these information systems (Article 11.4(1)(b) in conjunction with Article 11.16(1) BBR-EUR).
- c. preserving and monitoring the data collections with due observance of the rules and guidelines established for that purpose (Article art.11.4(1)(c) in conjunction with Article 11.16(1) BBR-EUR).
- d. making (parts of) the data collections available to users (Article 11.4(1)(d) in conjunction with Article 11.16(1) BBR-EUR).

Article B2.9 - Replacement scheme

- c. in the event of the absence or inability to act of the Erasmus Research Services Service Director, the performance of his Administrative Tasks are taken over individually or jointly by the Department Heads of Grant Support & Project Management, Business Development & Knowledge Transfer and Open & Responsible Science
- b. the replacement will be performed in accordance with a replacement sub-mandate or replacement sub-power of attorney to that end.

Organisational chart ERS



Annex 3 Finance

Article B3.1 - Sub-Mandate and sub-power of attorney regarding Officers to the Finance Service Director

With regard to administration concerning Officers, the Service Director of Finance is given the following administrative tasks under a sub-mandate or sub-power of attorney:

- a. the setup of the organisation (Article 11.1(1)(a) in conjunction with Article 11.13(1) BBR-EUR).
- b. the classification of positions based on the UFO system (Article 11.1(1)(b) in conjunction with Article 11.13(1) BBR-EUR).
- c. implementing a reorganisation (Article 11.1(1)(d) in conjunction with Article 11.13(1) BBR-EUR).
- d. opening up job vacancies (Article 11.1(1)(e) in conjunction with Article 11.13(1) BBR-EUR).
- e. releasing job vacancies for open recruitment as well as the placement of advertisements or the creation of another method of recruitment (Article 11.1(1)(f) in conjunction with Article 11.13(1) BBR-EUR).
- f. the selection of Officers (Article 11.1(1)(g) in conjunction with Article 11.13(1) BBR-EUR).
- g. entering into an employment contract with an Officer, as well as the transfer of an Officer (Article 11.1(1)(h) in conjunction with Article 11.13(1) BBR-EUR).
- h. putting persons to work outside the EUR, including secondment, including the actions required for this, except in relation to Service Directors of Professional Services (Article 11.1(1)(i) in conjunction with 11.13(1) BBR-EUR).
- i. the classification of Officers (Article 11.1(1)(k) in conjunction with Article 11.13(1) BBR-EUR).
- j. granting periodic salary increases, promotions, allowances, bonuses and life-course schemes in so far as these do not exceed an amount of €12,500 net per calendar year (Article 11.1(1)(m) and Article 11.13(1) BBR-EUR).
- k. reimbursing costs as referred to in legislation and regulations, Collective Labour Agreement for Dutch Universities and EUR schemes (Article 11.1(1)(n) in conjunction with Article 11.13(1) BBR-EUR).
- m. imposing the obligation to relocate (Article 11.1(1)(o) in conjunction with Article 11.13(1) BBR-EUR).

- instructing that an Officer be assigned to a different position against his/her will (Article 11.1(1)(p) in conjunction with Article 11.13(1) BBR-EUR).
- n. instructing that an Officer be assigned to a different position against his/her will (Article 11.1(1)(p) in conjunction with Article 11.13(1) BBR-EUR).
 - o. providing a written reprimand or imposing a suspension (Article 11.6(1)(g) BBR-EUR).
 - p. applying holiday and leave arrangements in individual cases (Article 11.1(1)(r) in conjunction with Article 11.13(1) BBR-EUR).
 - q. decisions in connection with working hours, reduction in working hours, extension of working hours and attendance (Article 11.1(1)(s) in conjunction with Article 11.13(1) BBR-EUR).
 - r. providing study facilities, including service programmes (Article 11.1(1)(t) in conjunction with Article 11.13(1) BBR-EUR).
 - s. the responsibility for forming an opinion on the functioning of an Officer (Article 11.1(1)(u) in conjunction with Article 11.13(1) BBR-EUR).
 - t. giving an instruction, which may result in a sanction in the event of non-compliance (Article 11.1(1)(v) in conjunction with Article 11.6(1)(1) BBR-EUR).
 - u. rendering account on the effective and lawful commitment of Officers, including granting permission for the performance of ancillary activities and establishing the conditions that apply in this respect (Article 11.1(1)(w) in conjunction with Article 11.13(1) BBR-EUR).
 - v. general responsibility for working conditions, including safety, health and wellbeing, arising from university activities (Article 11.1(1)(x) in conjunction with Article 11.13(1) BBR-EUR).
 - w. the keeping of personnel records and the performance of the necessary administrative acts (Article 11.1(1)(y) in conjunction with Article 11.13(1) BBR-EUR).
 - v. administering the personnel information systems authorised within the EUR (Article 11.1(1)(z) in conjunction with Article 11.13(1) BBR-EUR).

Article B3.2 - Sub-Mandate and sub-power of attorney regarding Finances to the Finance Service Director

With regard to administration concerning Finances, the Service Director of Finance is given the following administrative tasks under a sub-mandate or sub-power of attorney:

- b. entering into obligations, not relating to construction, insofar as the obligation relates to a period of no more than 4 years and the obligation does not exceed the amount of 206,000 euros, exclusive of VAT, on average per year (Article 11.14(2) BBR-EUR).
- c. drawing up a budget in which the income and expenditure are estimated separately (Article 11.2(1)(a) in conjunction with Article 11.14(1) BBR-EUR).
- d. administering the income and expenditure, as well as the budget, using the information systems authorised within the EUR (Article 11.2(1)(b) in conjunction with Article 11.14(1) BBR-EUR).
- e. administering assets and liabilities, including the registration of movable property, receivables and debts, and immovable property, loan and equity capital, using the

- information systems authorised within the EUR (Article 11.2(1)(c) in conjunction with Article 11.14(1) BBR-EUR);
- f. keeping the payroll records and performing the necessary administrative acts for this purpose (Article 11.2(1)(h) BBR-EUR).

Article B3.3 - Sub-Mandate and Sub-Power of Attorney regarding Officers to the Department Heads

With regard to administration concerning Officers, the Department Heads of Monitoring & Report, Financial Transaction Office, Controlling Services and Programme Control & Project Control are given the following administrative tasks under a sub-mandate or sub-power of attorney:

- d. responsibility for forming an opinion on the performance of an Officer under the authority of the particular Department Head.
- e. granting periodic salary increases, promotions, allowances, bonuses and life-course schemes in so far as these do not exceed an amount of €12,500 net per calendar year (Article 11.1(1)(m) and Article 11.13(1) BBR-EUR).

Article B3.4 - Sub-Mandate and sub-power of attorney regarding Finances to the Department Heads

With regard to administration concerning Finances, the Department Heads of Monitoring & Report, Financial Transaction Office, Controlling Services and Programme Control & Project Control are given the following administrative tasks under a sub-mandate or sub-power of attorney:

- a. entering into obligations, not relating to construction, insofar as the obligation relates to a period of no more than 4 years and the obligation does not exceed the amount of 10,000 euros, exclusive of VAT, on average per year.

Article B3.5 - Sub-Mandate and sub-power of attorney regarding Officers of Department Heads to Officers

With regard to administration concerning Officers, the Team Leaders of the Record Transaction Office, Accounts Payable and Accounts Receivable are given the following administrative tasks under a sub-mandate or sub-power of attorney:

- f. responsibility for forming an opinion on the performance of an Officer under the authority of the particular Team Leader.

Article B3.6 - Sub-Mandate and sub-power of attorney regarding Finances of Department Heads to Officers

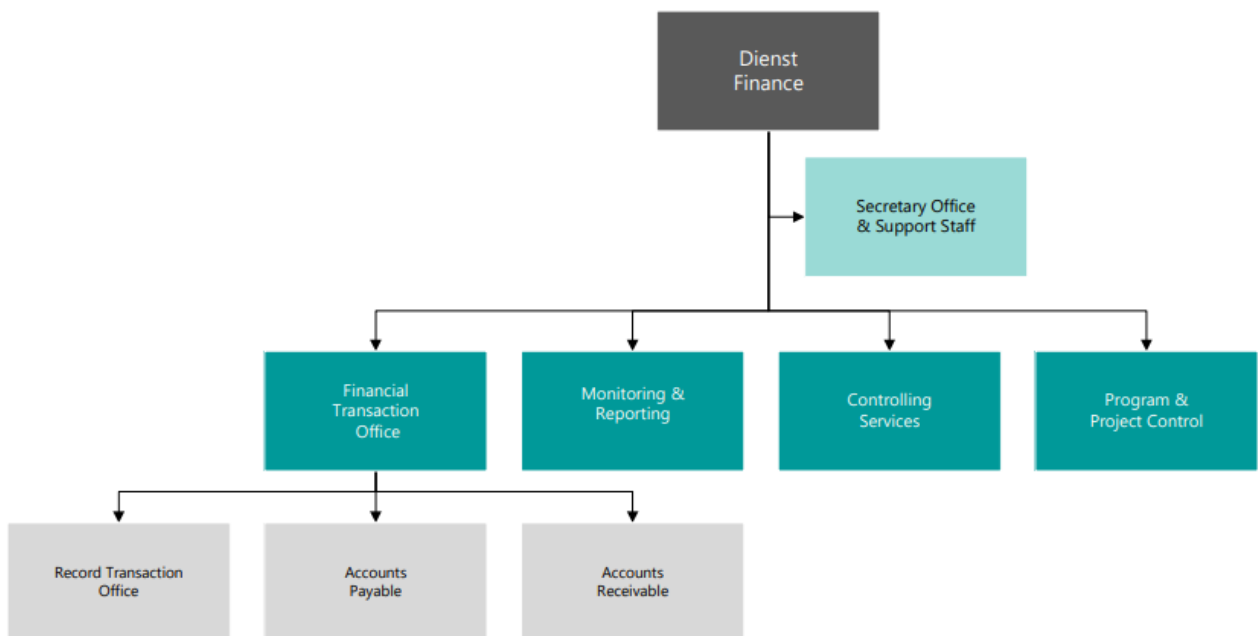
With regard to administration concerning Officers, the Team Leaders of the Record Transaction Office, Accounts Payable and Accounts Receivable are given the following administrative tasks under a sub-mandate or sub-power of attorney:

- a. entering into obligations, not relating to construction, insofar as the obligation relates to a period of no more than 4 years and the obligation does not exceed the amount of 5,000 euros, exclusive of VAT, on average per year.

Article B3.7 – Replacement scheme

- d. in the event of the absence or inability to act of the Finance Service Director, the performance of his Administrative Tasks are taken over individually or jointly by the Department Heads of Monitoring & Reporting, Financial Transaction Office, Controlling Services and Programme Control & Project Control.
- e. the replacement will be performed in accordance with a replacement sub-mandate or replacement sub-power of attorney to that end.

Organisational chart Finance



Annex 4 Human Resources

Article B4.1 - Sub-Mandate and sub-power of attorney regarding Officers to the Human Resources Service Director

With regard to administration concerning Officers, the Service Director of Human Resources is given the following administrative tasks under a sub-mandate or sub-power of attorney:

- a. the setup of the organisation (Article 11.1(1)(a) in conjunction with Article 11.13(1) BBR-EUR).
- b. the classification of positions based on the UFO system (Article 11.1(1)(b) in conjunction with Article 11.13(1) BBR-EUR).
- c. implementing a reorganisation (Article 11.1(1)(d) in conjunction with Article 11.13(1) BBR-EUR).
- d. opening up job vacancies (Article 11.1(1)(e) in conjunction with Article 11.13(1) BBR-EUR).
- e. releasing job vacancies for open recruitment as well as the placement of advertisements or the creation of another method of recruitment (Article 11.1(1)(f) in conjunction with Article 11.13(1) BBR-EUR).
- f. the selection of Officers (Article 11.1(1)(g) in conjunction with Article 11.13(1) BBR-EUR).
- g. entering into an employment contract with an Officer, as well as the transfer of an Officer (Article 11.1(1)(h) in conjunction with Article 11.13(1) BBR-EUR).

- h. putting persons to work outside the EUR, including secondment, including the actions required for this, except in relation to Service Directors of Professional Services (Article 11.1(1)(i) in conjunction with 11.13(1) BBR-EUR).
- i. the classification of Officers (Article 11.1(1)(k) in conjunction with Article 11.13(1) BBR-EUR).
- j. granting periodic salary increases, promotions, allowances, bonuses and life-course schemes in so far as these do not exceed an amount of €12,500 net per calendar year (Article 11.1(1)(m) and Article 11.13(1) BBR-EUR).
- k. reimbursing costs as referred to in legislation and regulations, Collective Labour Agreement for Dutch Universities and EUR schemes (Article 11.1(1)(n) in conjunction with Article 11.13(1) BBR-EUR).
- m. imposing the obligation to relocate (Article 11.1(1)(o) in conjunction with Article 11.13(1) BBR-EUR).
- n. instructing that an Officer be assigned to a different position against his/her will (Article 11.1(1)(p) in conjunction with Article 11.13(1) BBR-EUR).
- o. providing a written reprimand or imposing a suspension (Article 11.6(1)(g) BBR-EUR).
- p. applying holiday and leave arrangements in individual cases (Article 11.1(1)(r) in conjunction with Article 11.13(1) BBR-EUR).
- q. decisions in connection with working hours, reduction in working hours, extension of working hours and attendance (Article 11.1(1)(s) in conjunction with Article 11.13(1) BBR-EUR).
- r. providing study facilities, including service programmes (Article 11.1(1)(t) in conjunction with Article 11.13(1) BBR-EUR).
- s. the responsibility for forming an opinion on the functioning of an Officer (Article 11.1(1)(u) in conjunction with Article 11.13(1) BBR-EUR).
- t. giving an instruction, which may result in a sanction in the event of non-compliance (Article 11.1(1)(v) in conjunction with Article 11.6(1)(1) BBR-EUR).
- u. rendering account on the effective and lawful commitment of Officers, including granting permission for the performance of ancillary activities and establishing the conditions that apply in this respect (Article 11.1(1)(w) in conjunction with Article 11.13(1) BBR-EUR).
- v. general responsibility for working conditions, including safety, health and wellbeing, arising from university activities (Article 11.1(1)(x) in conjunction with Article 11.13(1) BBR-EUR).
- w. the keeping of personnel records and the performance of the necessary administrative acts (Article 11.1(1)(y) in conjunction with Article 11.13(1) BBR-EUR).
- x. administering the personnel information systems authorised within the EUR (Article 11.1(1)(z) in conjunction with Article 11.13(1) BBR-EUR).

Article B4.2 - Sub-Mandate and sub-power of attorney regarding Finances to the Human Resources Service Director

With regard to administration concerning Finances, the Service Director of Human Resources is given the following administrative tasks under a sub-mandate or sub-power of attorney:

- g. entering into obligations, not relating to construction, insofar as the obligation relates to a period of no more than 4 years and the obligation does not exceed the amount of 206,000 euros, exclusive of VAT, on average per year (Article 11.14(2) BBR-EUR).
- h. drawing up a budget in which the income and expenditure are estimated separately (Article 11.2(1)(a) in conjunction with Article 11.14(1) BBR-EUR).
- i. administering the income and expenditure, as well as the budget, using the information systems authorised within the EUR (Article 11.2(1)(b) in conjunction with Article 11.14(1) BBR-EUR).
- j. administering assets and liabilities, including the registration of movable property, receivables and debts, and immovable property, loan and equity capital, using the information systems authorised within the EUR (Article 11.2(1)(c) in conjunction with Article 11.14(1) BBR-EUR);
- k. keeping the payroll records and performing the necessary administrative acts for this purpose (Article 11.2(1)(h) BBR-EUR).
- l. the sub-mandating and granting of sub-power of attorney for that part of the payroll accounting that pertains to the payment of social security contributions outside the Netherlands to third parties charged with the payment on the instructions of the EUR.

Article B4.3 - Sub-Mandate and Sub-Power of Attorney regarding Officers to the Department Heads

1. With regard to administration concerning Officers, the Department Heads Manager HR Advice, Manager HR Services, Manager Learning & Career Centre and Manager Health, Safety & Wellbeing are given the following administrative tasks under a sub-mandate or sub-power of attorney for the purposes of control of the department falling under the authority of the particular department head:
 - a. implementing a reorganisation (Article 11.1(1)(d) in conjunction with Article 11.13(1) BBR-EUR).
 - b. releasing job vacancies for open recruitment as well as the placement of advertisements or the creation of another method of recruitment (Article 11.1(1)(f) in conjunction with Article 11.13(1) BBR-EUR).
 - c. the selection of Officers (Article 11.1(1)(g) in conjunction with Article 11.13(1) BBR-EUR).
 - d. applying holiday and leave arrangements in individual cases (Article 11.1(1)(r) in conjunction with Article 11.13(1) BBR-EUR).
 - e. the responsibility for forming an opinion on the functioning of an Officer (Article 11.1(1)(u) in conjunction with Article 11.13(1) BBR-EUR).
 - f. giving an instruction, which may result in a sanction in the event of non-compliance (Article 11.1(1)(v) in conjunction with Article 11.6(1)(1) BBR-EUR).

- g. rendering account on the effective and lawful commitment of Officers, including granting permission for the performance of ancillary activities and establishing the conditions that apply in this respect (Article 11.1(1)(w) in conjunction with Article 11.13(1) BBR-EUR).
 - h. general responsibility for working conditions, including safety, health and wellbeing, arising from university activities (Article 11.1(1)(x) in conjunction with Article 11.13(1) BBR-EUR).
 - i. the keeping of personnel records and the performance of the necessary administrative acts (Article 11.1(1)(y) in conjunction with Article 11.13(1) BBR-EUR).
2. With regard to the following administrative tasks concerning Officers, the Department Heads named in the previous paragraph can make proposals to the Service Director for the purposes of control of the department falling under the authority of the particular department head:
- a. the setup of the organisation (Article 11.1(1)(a) in conjunction with Article 11.13(1) BBR-EUR).
 - b. the classification of positions based on the UFO system (Article 11.1(1)(b) in conjunction with Article 11.13(1) BBR-EUR).
 - c. opening up job vacancies (Article 11.1(1)(e) in conjunction with Article 11.13(1) BBR-EUR).
 - d. entering into an employment contract with an Officer, as well as the transfer of an Officer (Article 11.1(1)(h) in conjunction with Article 11.13(1) BBR-EUR).
 - e. the classification of Officers (Article 11.1(1)(k) in conjunction with Article 11.13(1) BBR-EUR).
 - f. reimbursing costs as referred to in legislation and regulations, Collective Labour Agreement for Dutch Universities and EUR schemes (Article 11.1(1)(n) in conjunction with Article 11.13(1) BBR-EUR).
 - g. imposing the obligation to relocate (Article 11.1(1)(o) in conjunction with Article 11.13(1) BBR-EUR).
 - h. instructing that an Officer be assigned to a different position against his/her will (Article 11.1(1)(p) in conjunction with Article 11.13(1) BBR-EUR).
 - i. providing a written reprimand or imposing a suspension (Article 11.6(1)(g) BBR-EUR).
 - j. decisions in connection with working hours, reduction in working hours, extension of working hours and attendance (Article 11.1(1)(s) in conjunction with Article 11.13(1) BBR-EUR).
 - k. providing study facilities, including service programmes (Article 11.1(1)(t) in conjunction with Article 11.13(1) BBR-EUR).

Article B4.4 - Sub-Mandate and sub-power of attorney regarding Finances to the Department Heads

1. With regard to administration concerning Finances, the Department Heads Manager HR Advice, Manager HR Services, Manager Learning & Career Centre and Manager Health,

Safety & Wellbeing are given the following administrative tasks under a sub-mandate or sub-power of attorney for the purposes of control of the department falling under the authority of the particular department head:

- a. entering into obligations, not relating to construction, insofar as the obligation relates to a period of no more than 4 years and the obligation does not exceed the amount of 50,000 euros, exclusive of VAT, on average per year (Article 11.14(2) BBR-EUR).
- b. administering the income and expenditure, as well as the budget, using the information systems authorised within the EUR (Article 11.2(1)(b) in conjunction with Article 11.14(1) BBR-EUR).

2. With regard to the following administrative task concerning Finances, the Department Heads named in the previous paragraph can make proposals to the Service Director for the purposes of control of the department falling under the authority of the particular department head:

- a. drawing up a budget in which the income and expenditure of the particular department are estimated separately (Article 11.2(1)(a) in conjunction with Article 11.14(1) BBR-EUR).

Article B4.5 - Sub-Mandate and sub-power of attorney regarding Officers of Department Heads to Officers

With regard to the administrative tasks regarding Officers as referred to in Article B.4.1(a) up to and including (u), the HR Strategy Coordinator may submit proposals to the Service Director.

Article B4.6 - Sub-Mandate and sub-power of attorney regarding Finances of Department Heads to Officers

With regard to administration concerning Finances, the Management Assistants of the HR Office Management are given the following administrative tasks under a sub-mandate or sub-power of attorney:

- b. entering into obligations, not relating to construction, insofar as the obligation relates to a period of no more than 4 years and the obligation does not exceed the amount of 1,000 euros, exclusive of VAT, on average per year.

Article B4.7 - Other sub-mandates and sub-powers of attorney

The lawyers of HR Legal are granted a mandate and power of attorney, with the power of substitution, to act on behalf of the public-law legal entity Erasmus University Rotterdam in legal proceedings concerning labour disputes, social security disputes and administrative disputes.

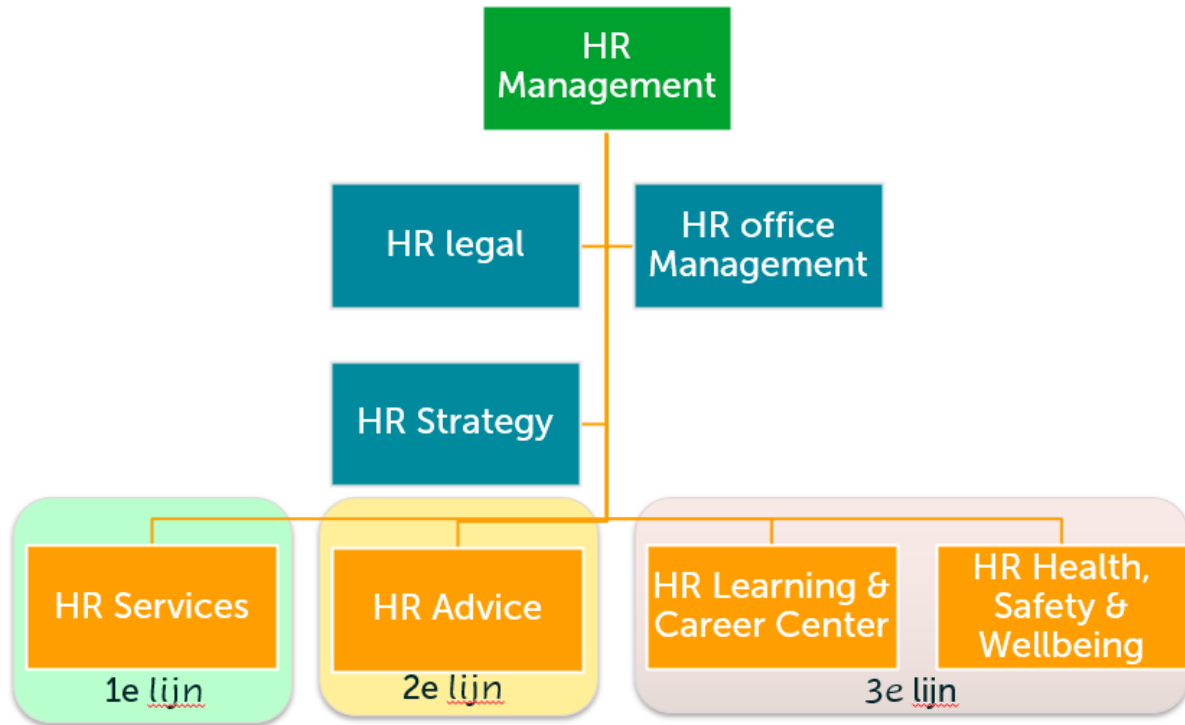
Article B4.8- Replacement scheme

- f. in the event of the absence or inability to act of the Human Resources Service Director, the performance of his Administrative Tasks will be taken over by the Department

Heads Manager HR Advice, Manager HR Services, Manager Learning & Career Centre and Manager Health, Safety & Wellbeing.

- g. the replacement will be performed in accordance with a replacement sub-mandate or replacement sub-power of attorney to that end.

Organisational chart Human Resources



Article B5.1 - Sub-Mandate and sub-power of attorney regarding Officers to the EDIS Service Director

With regard to administration concerning Officers, the Service Director of EDIS is given the following administrative tasks under a sub-mandate or sub-power of attorney:

- a. the setup of the organisation (Article 11.1(1)(a) in conjunction with Article 11.13(1) BBR-EUR).
- b. the classification of positions based on the UFO system (Article 11.1(1)(b) in conjunction with Article 11.13(1) BBR-EUR).
- c. implementing a reorganisation (Article 11.1(1)(d) in conjunction with Article 11.13(1) BBR-EUR).
- d. opening up job vacancies (Article 11.1(1)(e) in conjunction with Article 11.13(1) BBR-EUR).
- e. releasing job vacancies for open recruitment as well as the placement of advertisements or the creation of another method of recruitment (Article 11.1(1)(f) in conjunction with Article 11.13(1) BBR-EUR).
- f. the selection of Officers (Article 11.1(1)(g) in conjunction with Article 11.13(1) BBR-EUR).
- g. entering into an employment contract with an Officer, as well as the transfer of an Officer (Article 11.1(1)(h) in conjunction with Article 11.13(1) BBR-EUR).
- h. putting persons to work outside the EUR, including secondment, including the actions required for this, except in relation to Service Directors of Professional Services (Article 11.1(1)(i) in conjunction with 11.13(1) BBR-EUR).
- i. the classification of Officers (Article 11.1(1)(k) in conjunction with Article 11.13(1) BBR-EUR).
- j. granting periodic salary increases, promotions, allowances, bonuses and life-course schemes in so far as these do not exceed an amount of €12,500 net per calendar year (Article 11.1(1)(m) and Article 11.13(1) BBR-EUR).
- k. reimbursing costs as referred to in legislation and regulations, Collective Labour Agreement for Dutch Universities and EUR schemes (Article 11.1(1)(n) in conjunction with Article 11.13(1) BBR-EUR).
- m. imposing the obligation to relocate (Article 11.1(1)(o) in conjunction with Article 11.13(1) BBR-EUR).
- n. instructing that an Officer be assigned to a different position against his/her will (Article 11.1(1)(p) in conjunction with Article 11.13(1) BBR-EUR).
- o. providing a written reprimand or imposing a suspension (Article 11.6(1)(g) BBR-EUR).
- p. applying holiday and leave arrangements in individual cases (Article 11.1(1)(r) in conjunction with Article 11.13(1) BBR-EUR).

- q. decisions in connection with working hours, reduction in working hours, extension of working hours and attendance (Article 11.1(1)(s) in conjunction with Article 11.13(1) BBR-EUR).
- r. providing study facilities, including service programmes (Article 11.1(1)(t) in conjunction with Article 11.13(1) BBR-EUR).
- s. the responsibility for forming an opinion on the functioning of an Officer (Article 11.1(1)(u) in conjunction with Article 11.13(1) BBR-EUR).
- t. giving an instruction, which may result in a sanction in the event of non-compliance (Article 11.1(1)(v) in conjunction with Article 11.6(1)(1) BBR-EUR).
- u. rendering account on the effective and lawful commitment of Officers, including granting permission for the performance of ancillary activities and establishing the conditions that apply in this respect (Article 11.1(1)(w) in conjunction with Article 11.13(1) BBR-EUR).
- v. general responsibility for working conditions, including safety, health and wellbeing, arising from university activities (Article 11.1(1)(x) in conjunction with Article 11.13(1) BBR-EUR).
- w. the keeping of personnel records and the performance of the necessary administrative acts (Article 11.1(1)(y) in conjunction with Article 11.13(1) BBR-EUR).
- x. administering the personnel information systems authorised within the EUR (Article 11.1(1)(z) in conjunction with Article 11.13(1) BBR-EUR).

Article B5.2 - Sub-Mandate and sub-power of attorney regarding Finances to the EDIS Service Director

With regard to administration concerning Finances, the Service Director of EDIS is given the following administrative tasks under a sub-mandate or sub-power of attorney:

- a. entering into obligations, not relating to construction, insofar as the obligation relates to a period of no more than 4 years and the obligation does not exceed the amount of 206,000 euros, exclusive of VAT, on average per year (Article 11.14(2) BBR-EUR).
- b. drawing up a budget in which the income and expenditure are estimated separately (Article 11.2(1)(a) in conjunction with Article 11.14(1) BBR-EUR).
- c. administering the income and expenditure, as well as the budget, using the information systems authorised within the EUR (Article 11.2(1)(b) in conjunction with Article 11.14(1) BBR-EUR).
- d. administering assets and liabilities, including the registration of movable property, receivables and debts, and immovable property, loan and equity capital, using the information systems authorised within the EUR (Article 11.2(1)(c) in conjunction with Article 11.14(1) BBR-EUR);
- e. keeping the payroll records and performing the necessary administrative acts for this purpose (Article 11.2(1)(h) BBR-EUR).

Article B5.3– - Sub-Mandate and Sub-Power of Attorney regarding information systems to the Service Director of EDIS.

With regard to the information systems under the management of the EDIS Service Director for the purposes of the operations of EDIS, the following administrative tasks are given under a sub-mandate or sub-power of attorney:

- a. determining the setup of the information systems (Article 11.4(1)(a) in conjunction with Article 11.16(1) BBR-EUR).
- b. ensuring that data are entered into these information systems (Article 11.4(1)(b) in conjunction with Article 11.16(1) BBR-EUR).
- c. preserving and monitoring the data collections with due observance of the rules and guidelines established for that purpose (Article art.11.4(1)(c) in conjunction with Article 11.16(1) BBR-EUR).
- d. making (parts of) the data collections available to users (Article 11.4(1)(d) in conjunction with Article 11.16(1) BBR-EUR).
- e. regulating public access to the systems, including the regulation of accessibility for an individual to those parts of the systems which contain data on individuals (Article 11.4(1)(e) in conjunction with Article 11.16(1) BBR-EUR).
- f. the supervision of the lawful and effective use of the systems (Article 11.4(1)(f) in conjunction with Article 11.16(1) BBR-EUR).
- g. accounting for the lawful and effective use of the systems (Article 11.4(1)(g) in conjunction with Article 11.16(1) BBR-EUR).

Article B5.4 - Sub-Mandate and Sub-Power of Attorney regarding Officers to the Deputy Director EDIS.

- a. the administrative tasks concerning Officers as referred to in Article 11.1(1)(e), (f), (g), (h), (k), (m), (n), (o), (r), (s), (t) and (u) BBR-EUR, insofar as the administrative tasks relate to the Unit Managers/Department Heads and/or the position of Unit Manager/Department Head of/at EDIS, with the exception of the Unit Managers/Department Heads of CIOo and Management Services.
- b. approving proposals from the Unit Managers/Department Heads, with the exception of the Unit Managers/Department Heads of CIOo and Management Services, with regard to the aforementioned administrative tasks regarding Officers in so far as they relate to Officers working under the responsibility of the relevant Unit Manager/Department Head.

Article B5.5 - Sub-Mandate and sub-power of attorney regarding Officers to the Department Heads (unit managers)

With regard to administration concerning Officers, the Department Heads (unit managers) of Education Services, Business Operations, Research Services, Service Desk, Media Support

Centre, Generic Services, Management Services and CIO-Office are given the following administrative tasks under a sub-mandate or sub-power of attorney:

- a. responsibility for forming an opinion on the performance of an Officer under the authority of the particular Department Head (unit manager).

Article B5.6 - Sub-Mandate and sub-power of attorney regarding Finances to the Deputy Director EDIS

- a. entering into obligations as referred to in Article 11.14(2) BBR EUR, insofar as the obligation relates to a period of no more than 4 years and the obligation does not exceed the amount of 50,000 euros, exclusive of VAT, on average per year.

Article B5.7 - Sub-Mandate and sub-power of attorney regarding Finances to the Department Heads (unit managers)

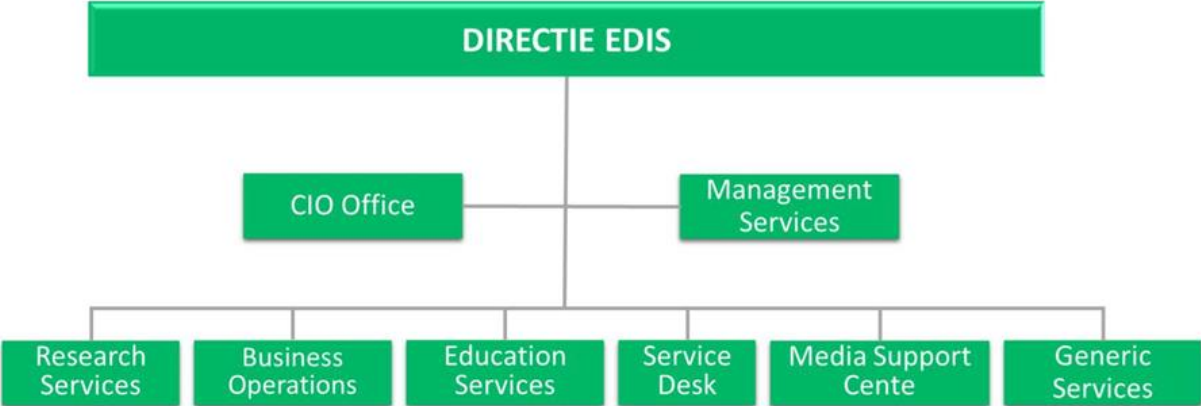
With regard to administration concerning Finances, the Department Heads (unit managers) of Education Services, Business Operations, Research Services, Service Desk, Media Support Centre, Generic Services, Management Services and CIO-Office are given the following administrative tasks under a sub-mandate or sub-power of attorney:

- a. entering into obligations, not relating to construction, insofar as the obligation relates to a period of no more than 4 years and the obligation does not exceed the amount of 50,000 euros, exclusive of VAT, on average per year.

Article B5.8– Replacement scheme

- a. if the EDIS Service Director is absent or unable to act, the performance of his Administrative Tasks will be performed by:
 - CIO Office Manager, with regard to the Department/Unit CIO Office;
 - Deputy Director IT, with regard to all other Departments/Units.
- b. the replacement will be performed in accordance with a replacement sub-mandate or replacement sub-power of attorney to that end.

Organisational chart EDIS



Annex 6 Marketing & Communication

Article B6.1 - Sub-Mandate and sub-power of attorney regarding Officers to the Marketing & Communication Service Director

With regard to administration concerning Officers, the Service Director of Marketing & Communication is given the following administrative tasks under a sub-mandate or sub-power of attorney:

- a. the setup of the organisation (Article 11.1(1)(a) in conjunction with Article 11.13(1) BBR-EUR).
- b. the classification of positions based on the UFO system (Article 11.1(1)(b) in conjunction with Article 11.13(1) BBR-EUR).
- c. implementing a reorganisation (Article 11.1(1)(d) in conjunction with Article 11.13(1) BBR-EUR).
- d. opening up job vacancies (Article 11.1(1)(e) in conjunction with Article 11.13(1) BBR-EUR).
- e. releasing job vacancies for open recruitment as well as the placement of advertisements or the creation of another method of recruitment (Article 11.1(1)(f) in conjunction with Article 11.13(1) BBR-EUR).
- f. the selection of Officers (Article 11.1(1)(g) in conjunction with Article 11.13(1) BBR-EUR).
- g. entering into an employment contract with an Officer, as well as the transfer of an Officer (Article 11.1(1)(h) in conjunction with Article 11.13(1) BBR-EUR).
- h. putting persons to work outside the EUR, including secondment, including the actions required for this, except in relation to Service Directors of Professional Services (Article 11.1(1)(i) in conjunction with 11.13(1) BBR-EUR).
- i. the classification of Officers (Article 11.1(1)(k) in conjunction with Article 11.13(1) BBR-EUR).
- j. granting periodic salary increases, promotions, allowances, bonuses and life-course schemes in so far as these do not exceed an amount of €12,500 net per calendar year (Article 11.1(1)(m) and Article 11.13(1) BBR-EUR).
- k. reimbursing costs as referred to in legislation and regulations, Collective Labour Agreement for Dutch Universities and EUR schemes (Article 11.1(1)(n) in conjunction with Article 11.13(1) BBR-EUR).
- m. imposing the obligation to relocate (Article 11.1(1)(o) in conjunction with Article 11.13(1) BBR-EUR).

- n. instructing that an Officer be assigned to a different position against his/her will (Article 11.1(1)(p) in conjunction with Article 11.13(1) BBR-EUR).
- o. providing a written reprimand or imposing a suspension (Article 11.6(1)(g) BBR-EUR).
- p. applying holiday and leave arrangements in individual cases (Article 11.1(1)(r) in conjunction with Article 11.13(1) BBR-EUR).
- q. decisions in connection with working hours, reduction in working hours, extension of working hours and attendance (Article 11.1(1)(s) in conjunction with Article 11.13(1) BBR-EUR).
- r. providing study facilities, including service programmes (Article 11.1(1)(t) in conjunction with Article 11.13(1) BBR-EUR).
- s. the responsibility for forming an opinion on the functioning of an Officer (Article 11.1(1)(u) in conjunction with Article 11.13(1) BBR-EUR).
- t. giving an instruction, which may result in a sanction in the event of non-compliance (Article 11.1(1)(v) in conjunction with Article 11.6(1)(1) BBR-EUR).
- u. rendering account on the effective and lawful commitment of Officers, including granting permission for the performance of ancillary activities and establishing the conditions that apply in this respect (Article 11.1(1)(w) in conjunction with Article 11.13(1) BBR-EUR).
- v. general responsibility for working conditions, including safety, health and wellbeing, arising from university activities (Article 11.1(1)(x) in conjunction with Article 11.13(1) BBR-EUR).
- w. the keeping of personnel records and the performance of the necessary administrative acts (Article 11.1(1)(y) in conjunction with Article 11.13(1) BBR-EUR).
- x. administering the personnel information systems authorised within the EUR (Article 11.1(1)(z) in conjunction with Article 11.13(1) BBR-EUR).

Article B6.2 - Sub-Mandate and sub-power of attorney regarding Finances to the Marketing & Communication Service Director

With regard to administration concerning Finances, the Service Director of Marketing & Communication is given the following administrative tasks under a sub-mandate or sub-power of attorney:

- a. entering into obligations, not relating to construction, insofar as the obligation relates to a period of no more than 4 years and the obligation does not exceed the amount of 206,000 euros, exclusive of VAT, on average per year (Article 11.14(2) BBR-EUR).
- b. drawing up a budget in which the income and expenditure are estimated separately (Article 11.2(1)(a) in conjunction with Article 11.14(1) BBR-EUR).
- c. administering the income and expenditure, as well as the budget, using the information systems authorised within the EUR (Article 11.2(1)(b) in conjunction with Article 11.14(1) BBR-EUR).
- d. administering assets and liabilities, including the registration of movable property, receivables and debts, and immovable property, loan and equity capital, using the

- information systems authorised within the EUR (Article 11.2(1)(c) in conjunction with Article 11.14(1) BBR-EUR);
- e. keeping the payroll records and performing the necessary administrative acts for this purpose (Article 11.2(1)(h) BBR-EUR).

Article B6.3 - Sub-Mandate and Sub-Power of Attorney regarding Officers to the Department Heads

With regard to administration concerning Officers, the Department Heads of Brand & Campaigns, Content & Media, Events & Experience, Channels & Systems and Project Office are given the following administrative tasks under a sub-mandate or sub-power of attorney:

- a. the classification of positions based on the UFO system (Article 11.1(1)(b) in conjunction with Article 11.13(1) BBR-EUR).
- b. opening up job vacancies (Article 11.1(1)(e) in conjunction with Article 11.13(1) BBR-EUR).
- c. releasing job vacancies for open recruitment as well as the placement of advertisements or the creation of another method of recruitment (Article 11.1(1)(f) in conjunction with Article 11.13(1) BBR-EUR).
- d. the selection of Officers (Article 11.1(1)(g) in conjunction with Article 11.13(1) BBR-EUR).
- e. entering into an employment contract with an Officer, as well as the transfer of an Officer (Article 11.1(1)(h) in conjunction with Article 11.13(1) BBR-EUR).
- f. the classification of Officers (Article 11.1(1)(k) in conjunction with Article 11.13(1) BBR-EUR).
- g. reimbursing costs as referred to in legislation and regulations, Collective Labour Agreement for Dutch Universities and EUR schemes (Article 11.1(1)(n) in conjunction with Article 11.13(1) BBR-EUR).
- h. imposing the obligation to relocate (Article 11.1(1)(o) in conjunction with Article 11.13(1) BBR-EUR).
- i. instructing that an Officer be assigned to a different position against his/her will (Article 11.1(1)(p) in conjunction with Article 11.13(1) BBR-EUR).
- j. providing a written reprimand or imposing a suspension (Article 11.6(1)(g) BBR-EUR).
- k. applying holiday and leave arrangements in individual cases (Article 11.1(1)(r) in conjunction with Article 11.13(1) BBR-EUR).
- l. decisions in connection with working hours, reduction in working hours, extension of working hours and attendance (Article 11.1(1)(s) in conjunction with Article 11.13(1) BBR-EUR).
- m. providing study facilities, including service programmes (Article 11.1(1)(t) in conjunction with Article 11.13(1) BBR-EUR).
- n. the responsibility for forming an opinion on the functioning of an Officer (Article 11.1(1)(u) in conjunction with Article 11.13(1) BBR-EUR).
- o. giving an instruction, which may result in a sanction in the event of non-compliance (Article 11.1(1)(v) in conjunction with Article 11.6(1)(1) BBR-EUR).

- p. rendering account on the effective and lawful commitment of Officers, including granting permission for the performance of ancillary activities and establishing the conditions that apply in this respect (Article 11.1(1)(w) in conjunction with Article 11.13(1) BBR-EUR).
- q. general responsibility for working conditions, including safety, health and wellbeing, arising from university activities (Article 11.1(1)(x) in conjunction with Article 11.13(1) BBR-EUR).
- r. the keeping of personnel records and the performance of the necessary administrative acts (Article 11.1(1)(y) in conjunction with Article 11.13(1) BBR-EUR).
- s. administering the personnel information systems authorised within the EUR (Article 11.1(1)(z) in conjunction with Article 11.13(1) BBR-EUR).
- t. putting persons to work outside the EUR, including secondment, including the actions required for this, except in relation to Service Directors of Professional Services (Article 11.1(1)(i) in conjunction with 11.13(1) BBR-EUR).
- u. granting periodic salary increases, promotions, allowances, bonuses and life-course schemes in so far as these do not exceed an amount of €12,500 net per calendar year (Article 11.1(1)(m) and Article 11.13(1) BBR-EUR).
- v. instructing that an Officer be assigned to a different position against his/her will (Article 11.1(1)(p) in conjunction with Article 11.13(1) BBR-EUR).

Article B6.4 - Sub-Mandate and sub-power of attorney regarding Finances to the Department Heads

With regard to administration concerning Finances, the Department Heads of Brand & Campaigns, Content & Media, Events & Experience, Channels & Systems and Project Office are given the following administrative tasks under a sub-mandate or sub-power of attorney:

- a. entering into obligations, not relating to construction, insofar as the obligation relates to a period of no more than 4 years and the obligation does not exceed the amount of 206,000 euros, exclusive of VAT, on average per year (Article 11.14(2) BBR-EUR).
- b. drawing up a departmental budget in which the income and expenditure are estimated separately (Article 11.2(1)(a) in conjunction with Article 11.14(1) BBR-EUR).
- c. administering the income and expenditure, as well as the departmental budget, using the information systems authorised within the EUR (Article 11.2(1)(b) in conjunction with Article 11.14(1) BBR-EUR).
- d. administering assets and liabilities, including the registration of movable property, receivables and debts, and immovable property, loan and equity capital, using the information systems authorised within the EUR (Article 11.2(1)(c) in conjunction with Article 11.14(1) BBR-EUR);
- e. keeping the payroll records and performing the necessary administrative acts for this purpose (Article 11.2(1)(h) BBR-EUR).

Article B6.5 - Sub-Mandate and sub-power of attorney regarding Officers of Department Heads to Officers

With regard to administration concerning Officers, the senior spokesperson, the Public Affairs adviser, senior editor, campaign developer, senior event manager, senior campaign developer,

campaign developer, online marketer, data analyst and business consultant are given the following administrative tasks under a sub-mandate or sub-power of attorney:

- a. responsibility for forming an opinion on the performance of an Officer under the authority of the particular Department Head (unit manager).

Article B6.6 - Sub-Mandate and sub-power of attorney regarding Finances of Department Heads to Officers

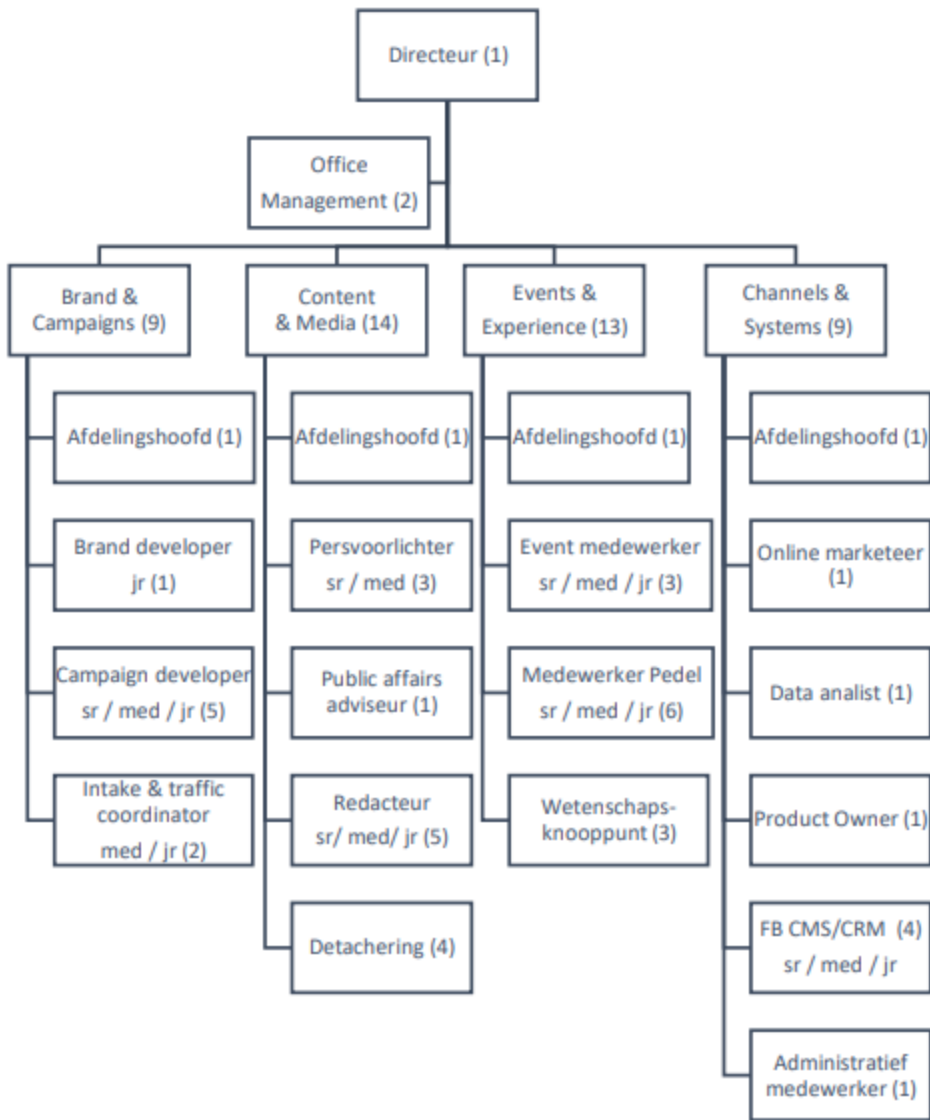
With regard to administration concerning Finances, the Senior spokesperson, the Public Affairs Adviser, Senior editor, Campaign developer, Senior event manager, Senior campaign developer, Campaign developer, Online marketer, Data analyst and Business consultant are given the following administrative tasks under a sub-mandate or sub-power of attorney:

- b. entering into obligations, not relating to construction, insofar as the obligation relates to a period of no more than 4 years and the obligation does not exceed the amount of maximum 50,000 euros, including VAT, per year.

Article B6.7- Replacement scheme

- f. if the Marketing & Communication Service Director is absent or unable to act, the performance of his Administrative Tasks will be taken over by the Department Head Content & Media.
- g. the replacement will be performed in accordance with a replacement sub-mandate or replacement sub-power of attorney to that end.

Organisational chart M&C



Article B7.1 - Sub-Mandate and sub-power of attorney regarding Officers to the Real Estate & Facilities. Service Director

With regard to administration concerning Officers, the Service Director of Real Estate & Facilities is given the following administrative tasks under a sub-mandate or sub-power of attorney:

- a. the setup of the organisation (Article 11.1(1)(a) in conjunction with Article 11.13(1) BBR-EUR).
- b. the classification of positions based on the UFO system (Article 11.1(1)(b) in conjunction with Article 11.13(1) BBR-EUR).
- c. implementing a reorganisation (Article 11.1(1)(d) in conjunction with Article 11.13(1) BBR-EUR).
- d. opening up job vacancies (Article 11.1(1)(e) in conjunction with Article 11.13(1) BBR-EUR).
- e. releasing job vacancies for open recruitment as well as the placement of advertisements or the creation of another method of recruitment (Article 11.1(1)(f) in conjunction with Article 11.13(1) BBR-EUR).
- f. the selection of Officers (Article 11.1(1)(g) in conjunction with Article 11.13(1) BBR-EUR).
- g. entering into an employment contract with an Officer, as well as the transfer of an Officer (Article 11.1(1)(h) in conjunction with Article 11.13(1) BBR-EUR).
- h. putting persons to work outside the EUR, including secondment, including the actions required for this, except in relation to Service Directors of Professional Services (Article 11.1(1)(i) in conjunction with 11.13(1) BBR-EUR).
- i. the classification of Officers (Article 11.1(1)(k) in conjunction with Article 11.13(1) BBR-EUR).
- j. granting periodic salary increases, promotions, allowances, bonuses and life-course schemes in so far as these do not exceed an amount of €12,500 net per calendar year (Article 11.1(1)(m) and Article 11.13(1) BBR-EUR).
- k. reimbursing costs as referred to in legislation and regulations, Collective Labour Agreement for Dutch Universities and EUR schemes (Article 11.1(1)(n) in conjunction with Article 11.13(1) BBR-EUR).
- m. imposing the obligation to relocate (Article 11.1(1)(o) in conjunction with Article 11.13(1) BBR-EUR).
- n. instructing that an Officer be assigned to a different position against his/her will (Article 11.1(1)(p) in conjunction with Article 11.13(1) BBR-EUR).
- o. providing a written reprimand or imposing a suspension (Article 11.6(1)(g) BBR-EUR).
- p. applying holiday and leave arrangements in individual cases (Article 11.1(1)(r) in conjunction with Article 11.13(1) BBR-EUR).

- q. decisions in connection with working hours, reduction in working hours, extension of working hours and attendance (Article 11.1(1)(s) in conjunction with Article 11.13(1) BBR-EUR).
- r. providing study facilities, including service programmes (Article 11.1(1)(t) in conjunction with Article 11.13(1) BBR-EUR).
- s. the responsibility for forming an opinion on the functioning of an Officer (Article 11.1(1)(u) in conjunction with Article 11.13(1) BBR-EUR).
- t. giving an instruction, which may result in a sanction in the event of non-compliance (Article 11.1(1)(v) in conjunction with Article 11.6(1)(1) BBR-EUR).
- u. rendering account on the effective and lawful commitment of Officers, including granting permission for the performance of ancillary activities and establishing the conditions that apply in this respect (Article 11.1(1)(w) in conjunction with Article 11.13(1) BBR-EUR).
- v. general responsibility for working conditions, including safety, health and wellbeing, arising from university activities (Article 11.1(1)(x) in conjunction with Article 11.13(1) BBR-EUR).
- w. the keeping of personnel records and the performance of the necessary administrative acts (Article 11.1(1)(y) in conjunction with Article 11.13(1) BBR-EUR).
- x. administering the personnel information systems authorised within the EUR (Article 11.1(1)(z) in conjunction with Article 11.13(1) BBR-EUR).

Article B7.2 - Sub-Mandate and sub-power of attorney regarding Finances to the Real Estate & Facilities Service Director

With regard to administration concerning Finances, the Service Director of Real Estate & Facilities is given the following administrative tasks under a sub-mandate or sub-power of attorney:

- a. entering into obligations insofar as the obligation relates to a period of no more than 4 years and the obligation does not exceed the amount of 206,000 euros, exclusive of VAT, on average per year (Article 11.14(2) BBR-EUR).
- b. drawing up a budget in which the income and expenditure are estimated separately (Article 11.2(1)(a) in conjunction with Article 11.14(1) BBR-EUR).
- c. administering the income and expenditure, as well as the budget, using the information systems authorised within the EUR (Article 11.2(1)(b) in conjunction with Article 11.14(1) BBR-EUR).
- d. administering assets and liabilities, including the registration of movable property, receivables and debts, and immovable property, loan and equity capital, using the information systems authorised within the EUR (Article 11.2(1)(c) in conjunction with Article 11.14(1) BBR-EUR);
- e. keeping the payroll records and performing the necessary administrative acts for this purpose (Article 11.2(1)(h) BBR-EUR).
- f. entering into obligations for the new construction and/or renovation of existing buildings, within the limits described in Article 11.14(2) BBR-EUR (Article 11.2(1)(k) in conjunction with Article 11.14(2) BBR-EUR).

Article B7.3 - Sub-Mandate and sub-power of attorney regarding movable and immovable property to the Real Estate & Facilities Service Director

With regard to administration concerning movable and immovable property, the Service Director of Real Estate & Facilities is given the following administrative tasks under a sub-mandate or sub-power of attorney:

- g. the setup for the use of movable and immovable property (Article 11.3(1)(d) in conjunction with Article 11.15(1) BBR-EUR).
- h. the maintenance and replacement of movable property (Article 11.3(1)(e) in conjunction with Article 11.15(1) BBR-EUR).
- i. making spaces and buildings available and letting these out to the Administrators, recognised student organisations and third parties, in so far as no reservation has been made by the Executive Board (Article 11.3(1)(f) in conjunction with Article 11.15(2) BBR-EUR).
- j. supervision of the lawful and efficient use of movable and immovable property (Article 11.3(1)(f) in conjunction with Article 11.15(2) BBR-EUR).
- k. applying for the required permits in the areas of safety, health and working conditions (Article 11.7(3) in conjunction with Article 11.17(3) BBR-EUR).

Article B7.4 - Sub-Mandate and Sub-Power of Attorney regarding Officers to the Department Heads

With regard to administration concerning Officers, the Department Heads of Procurement and Contract Management, Services Management, Policy and Information, Services, Projects and Asset management are given the following administrative tasks under a sub-mandate or sub-power of attorney:

- g. the selection of Officers (Article 11.1(1)(g) in conjunction with Article 11.13(1) BBR-EUR).
- h. applying holiday and leave arrangements in individual cases (Article 11.1(1)(r) in conjunction with Article 11.13(1) BBR-EUR).
- i. decisions in connection with working hours, reduction in working hours, extension of working hours and attendance (Article 11.1(1)(s) in conjunction with Article 11.13(1) BBR-EUR).
- j. providing study facilities, including service programmes (Article 11.1(1)(t) in conjunction with Article 11.13(1) BBR-EUR).
- k. the responsibility for forming an opinion on the functioning of an Officer (Article 11.1(1)(u) in conjunction with Article 11.13(1) BBR-EUR).
- l. giving an instruction, which may result in a sanction in the event of non-compliance (Article 11.1(1)(v) in conjunction with Article 11.6(1)(1) BBR-EUR).
- m. the keeping of personnel records and the performance of the necessary administrative acts (Article 11.1(1)(y) in conjunction with Article 11.13(1) BBR-EUR).
- n. administering the personnel information systems authorised within the EUR (Article 11.1(1)(z) in conjunction with Article 11.13(1) BBR-EUR).
- o. reimbursing costs up to €100 as referred to in legislation and regulations, Collective Labour Agreement for Dutch Universities and EUR schemes (Article 11.1(1)(n) in conjunction with Article 11.13(1) BBR-EUR).

Article B7.5 - Sub-Mandate and sub-power of attorney regarding Finances to the Department Heads

With regard to administration concerning Finances, the Department Heads of Procurement and Contract Management, Services Management, Policy and Information, Services, Projects and Asset management are given the following administrative tasks under a sub-mandate or sub-power of attorney:

- c. entering into obligations insofar as the obligation relates to a period of no more than 4 years and the obligation does not exceed the amount of 50,000 euros, including VAT, on average per year (Article 11.14(2) BBR-EUR).

Article B7.6 - Sub-Mandate and sub-power of attorney regarding Officers of Department Heads to Officers

With regard to the administration concerning Officers, the Department Head of Services gives the Team Leaders Safety & Security, Back Office and Front Office a sub-mandate or sub-power of attorney for the following administrative tasks:

- b. the responsibility for forming an opinion on the functioning of an Officer under the authority of the particular Team Leader (Article 11.1(1)(u) in conjunction with Article 11.13(1) BBR-EUR).

Article B7.7 - Sub-Mandate and sub-power of attorney regarding Finances of Department Heads to Officers

With regard to administration concerning Finances, the Maintenance Process Coordinator is given the following administrative tasks under a sub-mandate or sub-power of attorney:

- a. entering into obligations insofar as the obligation relates to a period of no more than 4 years and the obligation does not exceed the amount of 8,000 euros, including VAT, on average per year (Article 11.14(2) BBR-EUR).

Article B7.8– Replacement scheme

- g. if the Real Estate & Facilities Service Director is absent or unable to act, the performance of his Administrative Tasks will be taken over by the Department Head Procurement and Contract Management.
- h. the replacement will be performed in accordance with a replacement sub-mandate or replacement sub-power of attorney to that end.

Organisational chart RE&F

