

The peer review report 2016 of LACDR has led to a very positive outcome for LACDR. Despite the fact that LACDR went through difficult times a number of years ago, both scientific quality and societal relevance have been assessed as excellent, reconfirming LACDR's status as preeminent academic institution in the field of pharmaceutical and biomedical research.

In the plenary feedback session at the end of the site visit and in the written report, the peers also raised a number of important issues (Workload, IT infrastructure, succession planning), that deserve the attention of the institute and will be addressed in the long-term strategic planning.

Workload

The peers are very concerned regarding the general workload for virtually all members of the institute and the impact on our future scientific output. The institute management is fully aware of this fact, an employee survey held in July/August 2016 had a very clear outcome regarding this topic. Together with the Institute Council of LACDR, we organized a town hall meeting with the entire institute where the current situation was discussed in a very open and constructive debate. On the short term, the difficult situation for PhD students will be addressed who have a teaching load that is significantly above the expected level. We intend to provide an extension of three months to the employment of PhD students who had/have to teach course and supervise BSc projects in the final year of their PhD program. While this measure doesn't solve the structural challenges of the enormous influx of BSc students, it will alleviate the situation of the PhD students.

Interestingly, the peers recommend to hire more full time lecturers to reduce the teaching load of LACDR researchers. We discussed the pro's and con's of such measure with the peers during the site visit. At the present stage LACDR already hires four full time lecturers. In view of the fact that Biopharmaceutical Sciences is a research-based education program, it is our strategy to invest in research groups so that they can contribute to the dual mission of LACDR to be an institute with high quality research combined with integrated education programs rather than increase the number of full-time lecturers.

IT Infrastructure

We share the concerns of the committee regarding the ICT support for LACDR's research operations. As with many other disciplines, pharmaceutical research is heavily relying on computing-intensive activities in many scientific areas. Moreover, LACDR hosts data-intensive instrument facilities (Cell observatory, Metabolomics) that require adequate ICT support, both in terms of hardware and personnel. LACDR fully supports the current plans of Leiden University to establish a High Performance Computing facility. We recently installed a working group of leading experts from LACDR to prepare a complete review of our research ICT infrastructure. We will share our assessment with the faculty board and we will continue to support faculty-broad initiatives to keep our research ICT infrastructure up-to-date and competitive.

Succession planning

In a job market for excellent scientists which competes with the pharmaceutical industry, we share the concerns of the committee regarding the need to attract/retain top scientists at LACDR. In the recent years, LACDR has appointed five tenure track researchers who will play an important role in the mission of the institute. LACDR currently has a vacancy for a professorship in Systems Pharmacology. We will shortly start with the external recruitment procedure for this position. Regarding our long-

term succession planning, we are currently preparing a strategic personnel plan that will cover our personnel development for the next ten years. To ensure we can attract top scientists, we are currently exploring additional benefits which can be included in a job offer. We will indeed, as recommended by the peers, establish dedicated search committees for the (international) recruitment of senior positions at our institute.

In summary, we are very satisfied with the outcome of the peer review 2016, and we fully acknowledge the critical observations of the peers which need to be addressed in order to maintain our excellent international reputation as leading research institute in pharmaceutical sciences. I look forward to discuss the outcome of the peer review with the board of our university.