

Room for everyone's talent

Towards a new balance in the
recognition and rewards of academics

*Kim Huijpen, Programme Manager
Recognition & Rewards*



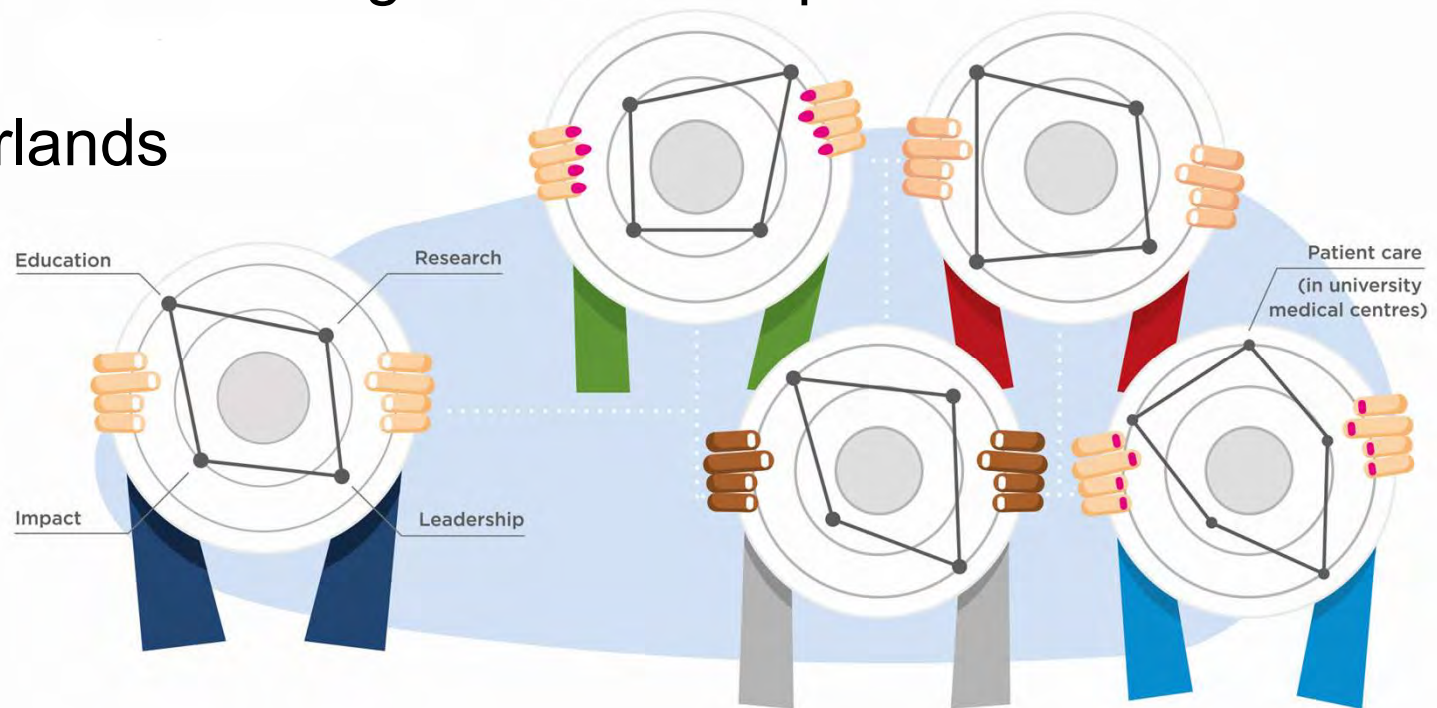
 [@RecogRewards](https://twitter.com/RecogRewards) [#RecognitionRewards](https://twitter.com/RecogRewards)

Our ambition

We aim for a healthy and inspiring environment for our academic staff. Where all talents are valued: Teaching, research, impact, patient care and good leadership in academia

Not only in The Netherlands

But all over the world!

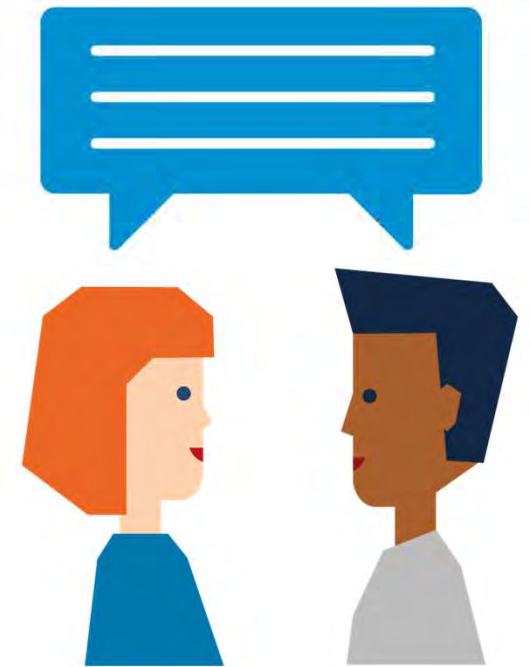


Your ambition

» Take 1 minute to think about the following question:

In Switzerland we aim for ...

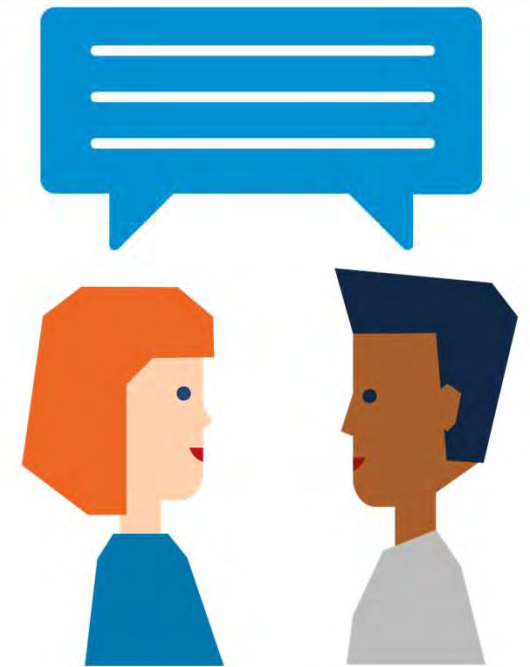
- » **Take 2 minutes** to speak with your neighbor about **your ambition for Switzerland**
- » **Take 2 minutes** to speak about **your neighbor's ambition for Switzerland**



Your ambition

» Reflection:

In Switzerland we aim for ...



Outline

- **Why** do we need a change in recognition and rewards?
- **What** do we want to change?
- **What happened before** our position paper?
- **How** do we achieve this change?
- How do we stimulate **dialogue**?
- How can I **contribute**?
- **Conclusion**

Room for everyone's talent towards a new balance in recognising and rewarding academics



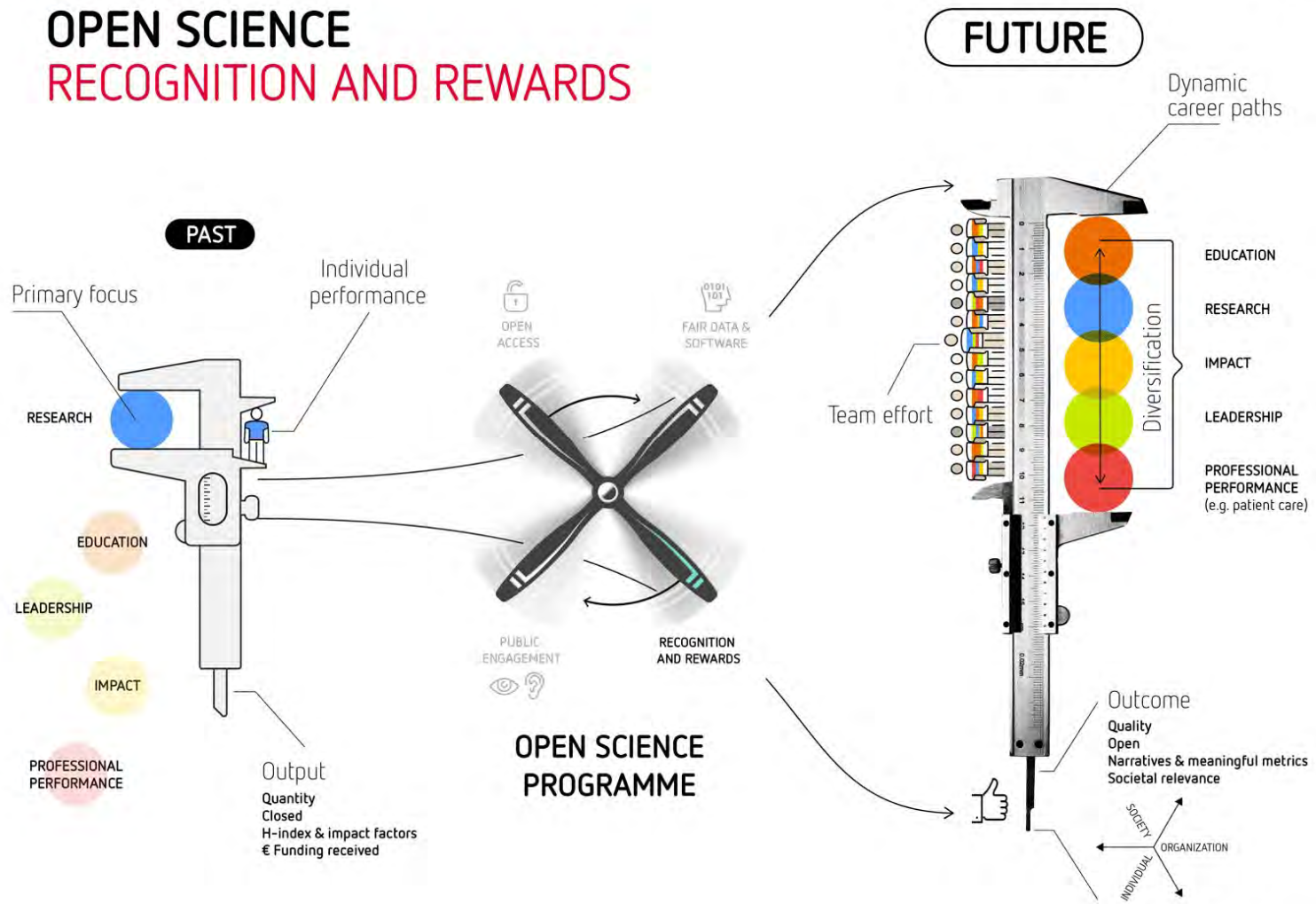
Why do we need a change in recognition and rewards?



Why a change is needed



OPEN SCIENCE RECOGNITION AND REWARDS



What do we want to change?



Room for everyone's talent

towards a new balance in recognising and rewarding academics

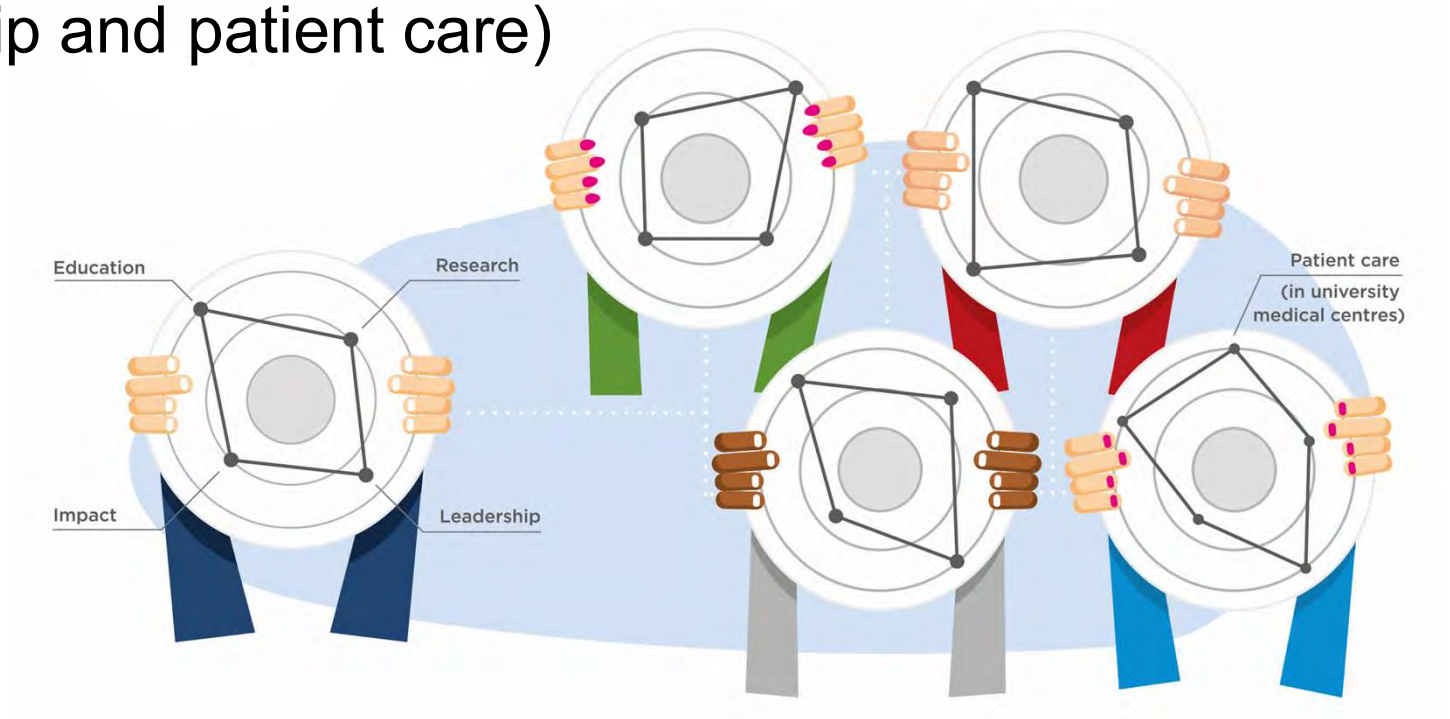


What we want to change

1. **Diversifying** and vitalising **career paths**
2. Achieving **balance** between **individuals and the collective**
3. Focusing on **quality**
4. Stimulating **open science**
5. Stimulating **leadership** in academia

Diversifying and vitalising career paths

1. Enable **diversification and vitalisation of career paths**, thereby promoting excellence in each of the key areas (education, research, impact, leadership and patient care)



Balance between individual & team

2. A better **balance between individual and team performance:**

- Recognition of teamwork and team spirit
- Inspire cooperation between organizations, disciplines and within teams (Team Science)



More focus on quality of work

3. More focus on quality of work

over quantitative results:

- Good scientific research increases scientific knowledge and makes a contribution to solving societal challenges



Stimulating Open Science

4. Open Science becomes the norm and stimulates interaction between scientists and society:

- Stimulating Open Science means recognizing and rewarding other aspects of research (in addition to publications), such as datasets or software, as important research outputs

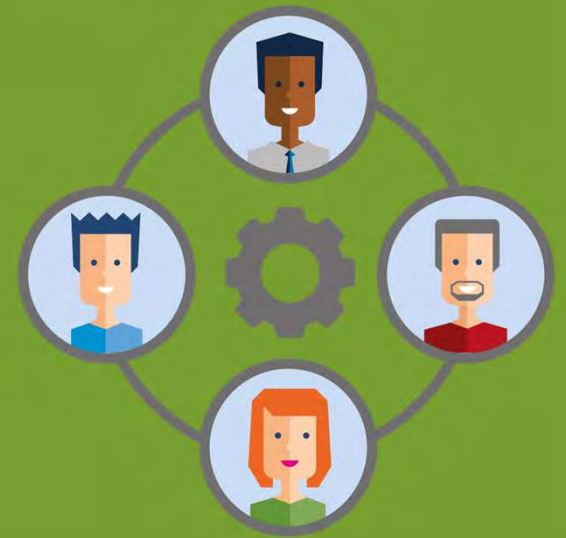


Stimulating leadership in academia

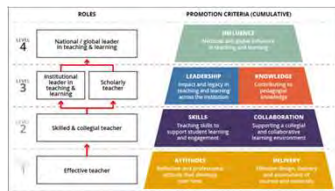
5. More emphasis on the value of **high-quality leadership in academia** to set the course in research and education, to achieve impact, and to ensure that teams of academics can do their work as well as possible



**What happened before publishing
our position paper?**



The Dutch context: converging agenda's



- Ambitious **Open Science** Agenda
- **Science in Transition** movement
- Concerns over **work pressure** / pressure on system
- **Career tracks** with emphasis on **teaching**

Steps before start of R&R programme

Nov 2018

- Statement VSNU, NWO, NFU and ZonMw on Recognition and reward of academics

April 2019

- KNAW, NWO & ZonMw sign DORA (UNL already did)

May 2019

- ZonMW & NWO conference Scientist 2030: Evolution or Revolution

Nov 2019

- Postion paper: Room for everyone's Talent
- VSNU - EUA Recognition & Rewards Conference

March 2020

- New Strategy Evaluation Protocol

Room for everyone's talent towards a new balance in recognising and rewarding academics



Strategy Evaluation Protocol

2021-2027

VSNU KNAW NWO

Strategy Evaluation Protocol

2021-2027

VSNU KNAW NWO



Strategy Evaluation Protocol (SEP)

- Strategic goals of a research unit, Open Science, and Recognition & Rewards important basis for **research evaluation protocol** 2021-2027
- **Key focus on goals and strategy** rather than numerical evaluations
- This protocol is based on a quality assurance system incorporating strategic thinking and action
- [3 minute movie on SEP](#) 2021-2027



How do we achieve this change?



Guiding principles



Culture change is a **fundamental change of beliefs**; not just change in rules of the game



Changing culture is difficult and **takes a long time**



Broad dialogue in academia is needed: we listen to concerns, questions & dilemmas from academic community



Sharing good practices and experimenting will initiate desired movement



Balance: giving room for ideas (**diverging**) and bringing together good practices (**converging**)

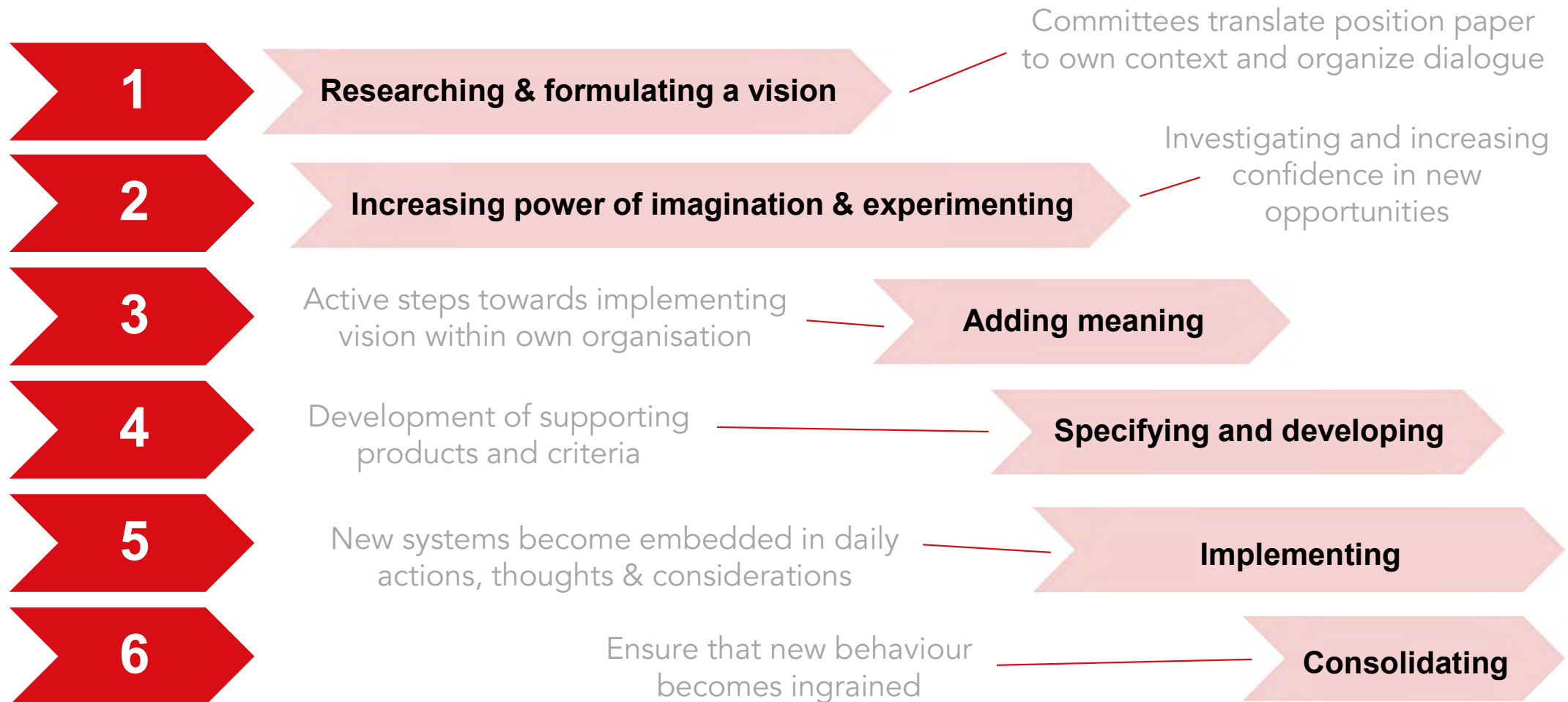


Importance of **good leadership in academia** to make change work

Our approach

- **18 Recognition & Rewards committees** from all 14 research universities, research institutes and funders
- Committees stimulate intended culture change at **institutional level**
- There is a great and **inspiring diversity of approaches**
- Inspiring, experimenting, co-creation, **sharing good practices** and mutual learning are central to the **joint programme**
- We stimulate this with regular (online) **meetings, Recognition & Rewards Festival** and we develop an **online community platform**

Change approach in 6 phases



Bottom-up & Top-down



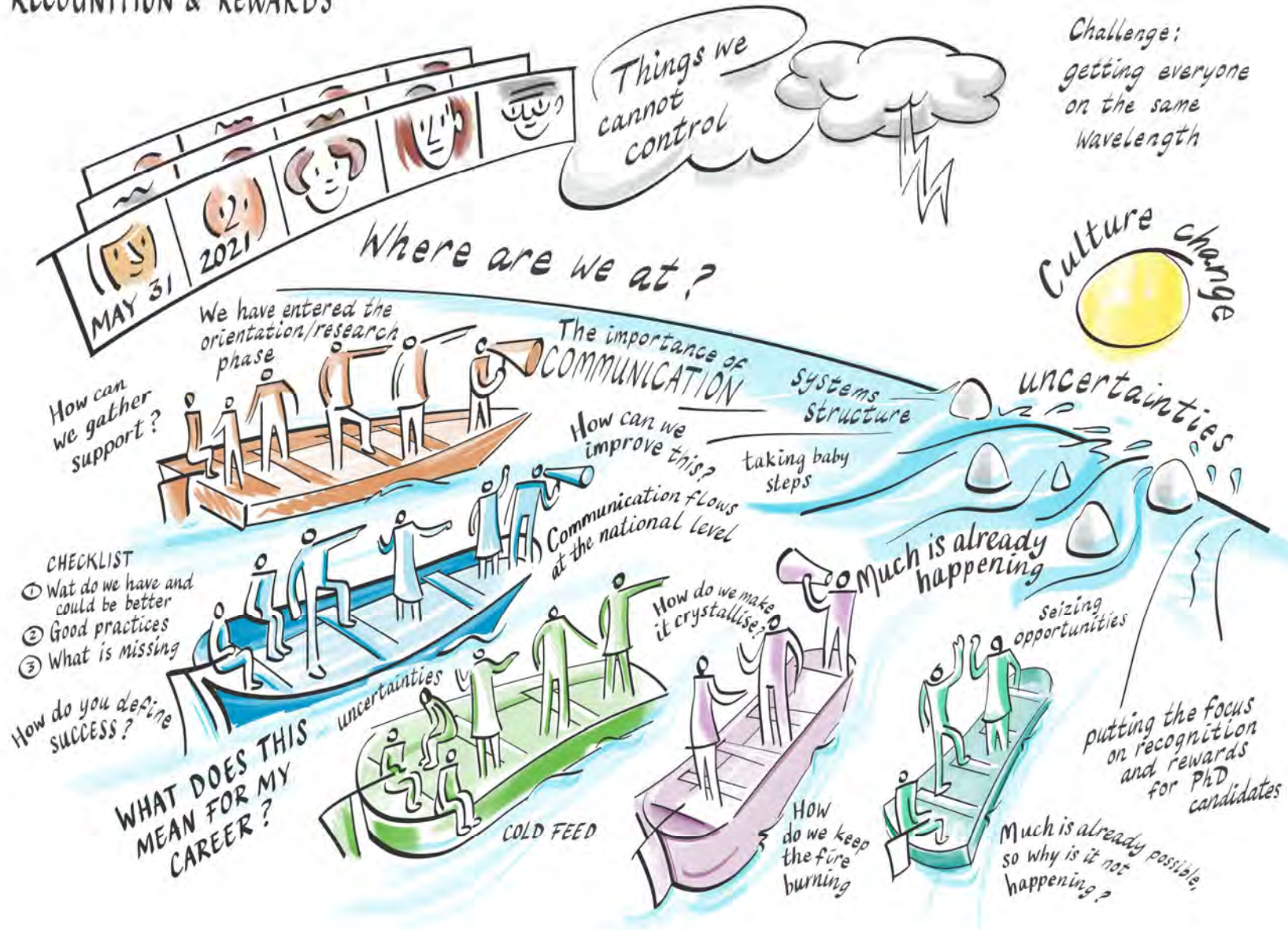
A **broad dialogue in academia** is important: Scientists should be able to discuss recognition & rewards and influence how they are assessed



National steering group is responsible for monitoring cohesion and encouraging parties to be mutually consistent and show courage



RECOGNITION & REWARDS



Institutions translate position paper to own organisation

Room for everyone's talent at Maastricht University

UM vision on Recognition & Rewards



Room for Everyone's Talent: The Tilburg University Ambition



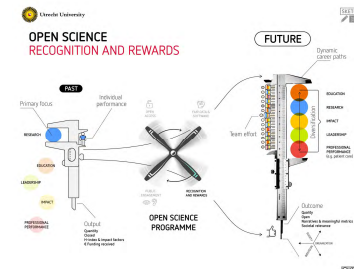
SHAPING INDIVIDUALS AND TEAMS

MANAGEMENT AND LEARNING PRINCIPLES
IN BUSINESS



Academia in Motion: Recognition & Rewards at Leiden University

- 1 Academia in Motion: Recognition & Rewards at Leiden University
- 2 Leiden University: Diversity in unity
- 3 Recognition & Rewards: Why is a change in this necessary?
- 4 Our ambitions
- 5 Dilemmas
- 6 How are we going to do it?
- 7 Members steering group Plan of approach



Impact through Recognition & Rewards

EUR Framework



Co-chairs



VU Universities of The Netherlands

Recognition & Rewards steering group

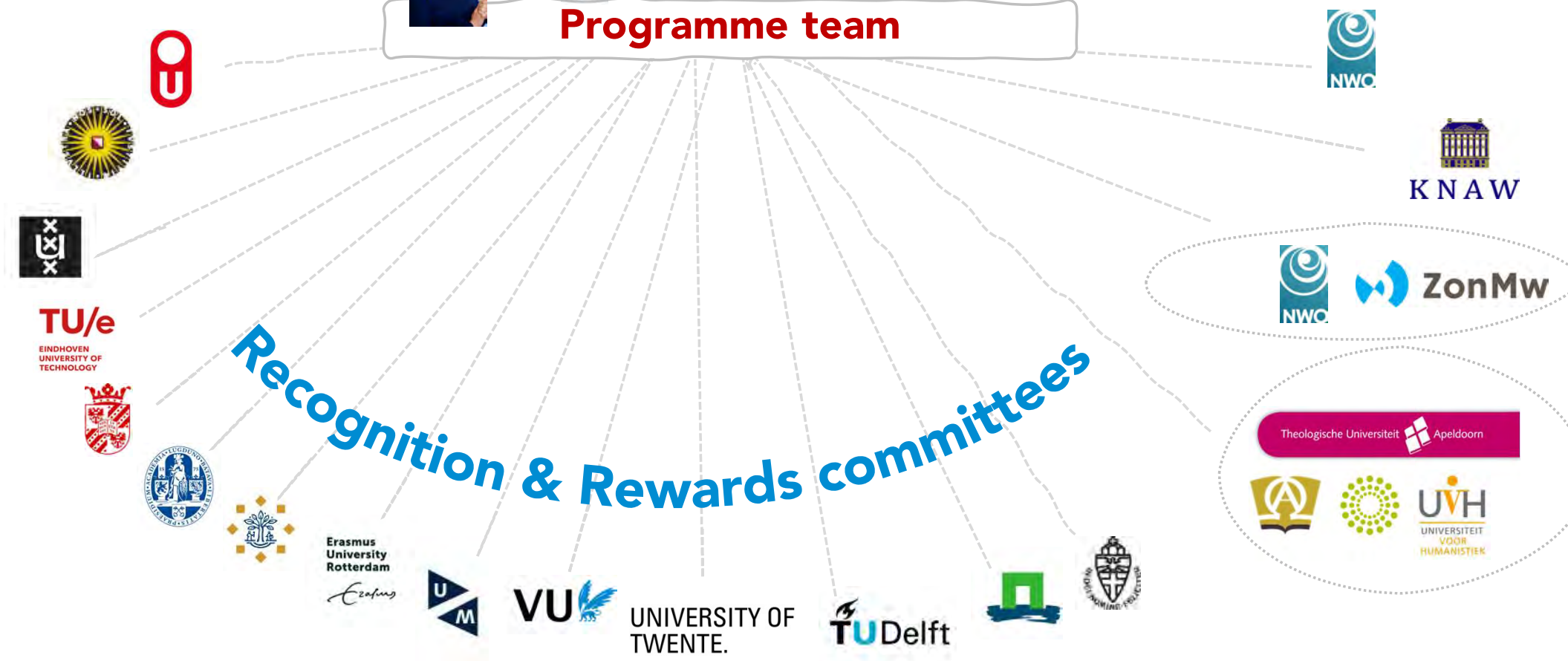


NFU U KNAW ZonMw NWO NWO TU/e Eindhoven University of Technology Universities of The Netherlands



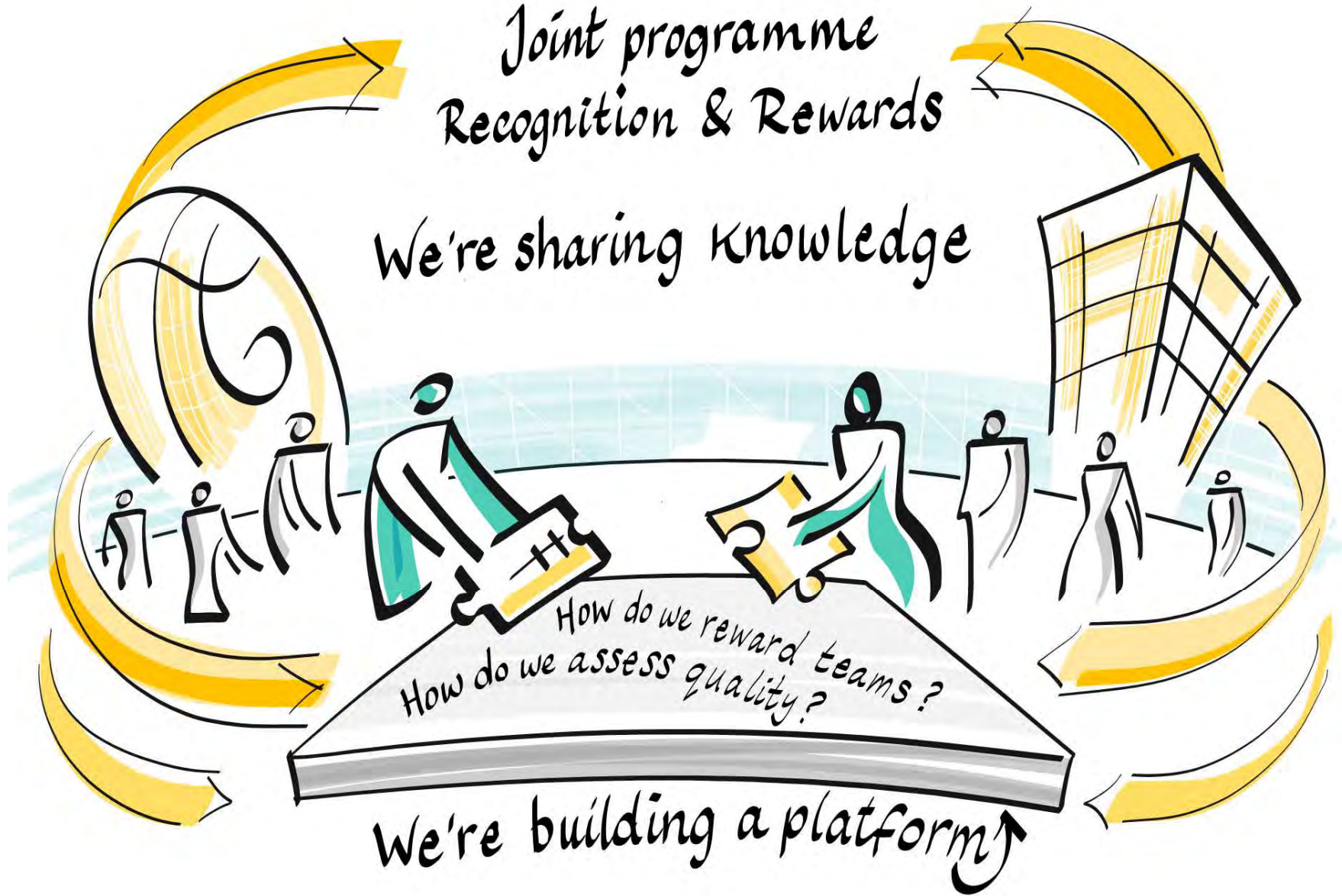
Programme team

Recognition & Rewards committees



Joint programme
Recognition & Rewards

We're sharing knowledge



How do we reward teams?
How do we assess quality?

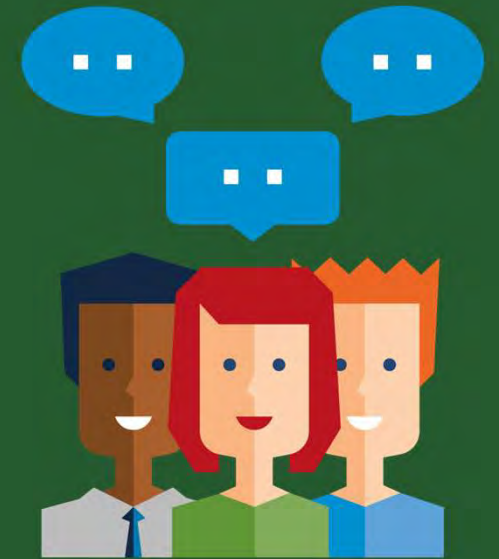
We're building a platform

Room for everyone's talent in practice

ROAD MAP: HOW WE ARE SHAPING A NEW SYSTEM OF RECOGNITION & REWARDS

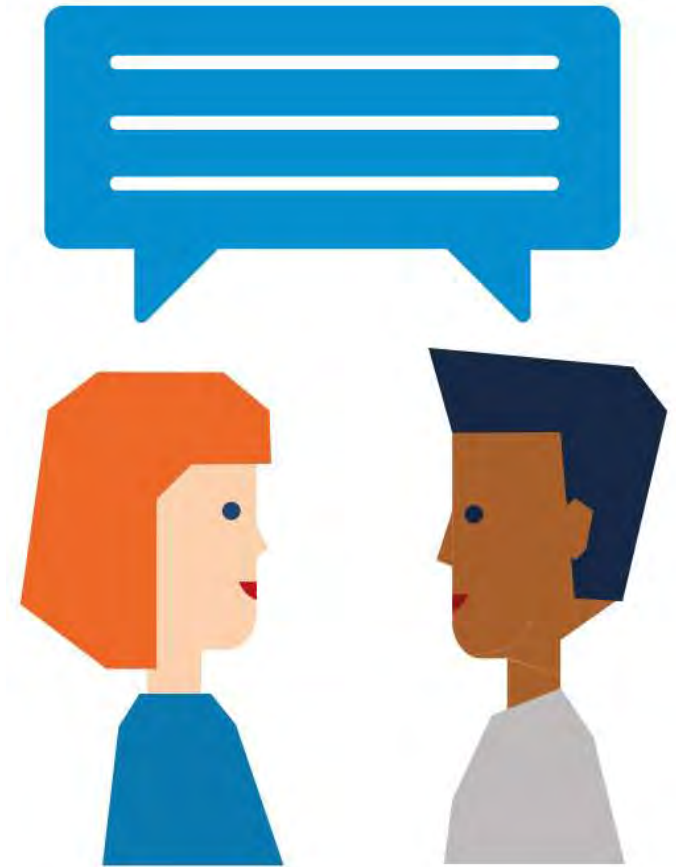


**How do we stimulate dialogue
and respond to debate?**



Stimulating dialogue key in our approach

- The Recognition & Rewards programme involves a **paradigm shift**
- That can only take place if we also change our **daily conversations**; if we truly change the way we talk about research, education, impact, patient care and leadership
- That will, first and foremost, require an inquisitive mindset and **genuine curiosity** about each other's perspectives





CAREER NEWS | 25 June 2021

Impact factor abandoned by Dutch university in hiring and promotion decisions

Faculty and staff members at Utrecht University will be evaluated by their commitment to open science.

Nieuwe Erkennen en waarderen schaadt Nederlandse wetenschap

Opinie | door gastauteurs

19 juli 2021 | Een groep van 171 wetenschappers, waaronder 142 h
het nieuwe Erkennen en Waarderen de Nederlandse wetenschap scl
levenswetenschappen dreigen door het nieuwe Erkennen en Waarde
omdat niet meer duidelijk is waarop wetenschappers worden beoor

Reactie Erkennen en Waarderen op opiniestuk in ScienceGuide

Op 19 juli 2021 verscheen een [opiniestuk op de website van ScienceGuide](#) als reactie op een artikel dat gepubliceerd is op 25 juni 2021 op de website van Nature over het Inslaten van de impactfactor door de Universiteit Utrecht. In
ter en vraagtekens gezet bij het



We moeten af van telzucht in de wetenschap

Opinie | door gastauteurs

open brief van oudere wetenschappers over het nieuwe Erkennen en
chappers de gewenste veranderingen binnen de academie. In een open
bordig meer doen dan onderzoek. "Daarom is de wetenschappelijke
enige eenheid om kwaliteit uit te drukken; deze is immers niet
moderne wetenschapper."

<https://www.nature.com/articles/d41586-021-01759-5>

<https://www.scienceguide.nl/2021/07/nieuwe-erkennen-en-waarderen-schaadt-nederlandse-wetenschap/>

<https://recognitionrewards.nl/2021/07/19/reactie-erkennen-en-waarderen-op-opiniestuk-in-scienceguide/>

<https://www.scienceguide.nl/2021/07/we-moeten-af-van-telzucht-in-de-wetenschap/>

<https://recognitionrewards.nl/2021/08/03/why-the-new-recognition-rewards-actually-boosts-excellent-science/>



RECOGNITION & REWARDS
ROOM FOR EVERYONE'S TALENT

Why the new Recognition & Rewards actually boosts excellent science

Public debate with open letters

- In July 2021 a group of 171 scientists warned in an **open letter** that new Recognition & Rewards system will harm Dutch science
- They write that especially the **medical, exact & life sciences are at risk of losing their top international position**
- We **appreciated academics expressing concerns**;
we don't see this as resistance, but as information we can learn from
- We were happy to respond to the questions raised
- But preferably we would like to **engage in a dialogue** to work together to find a new balance in recognition & rewards





How do you assess quality?

Quantitative

Qualitative

To what extent does the work of academics help solve social problems?

To what extent do academics conduct pioneering research in promising research areas?

Is this the new Dolly the Sheep?

How do you include the aspect of teamwork in assessments?



Mix evidence based

assessment tools

Research data

Open access publications



Posters

Reports

Journal articles



Artistic output



Digital learning materials



Innovation



Coaching Leadership



Software code



POTENTIAL OUTPUTS

How can I contribute?



Get involved!

- **Start small**
- Start the **dialogue** – with your peers next door and worldwide
- **Share** your **ideas, dilemmas** and **concerns**
- **Listen to concerns**, questions and dilemmas from your peers
- Start your own (small) **experiment** in modernizing career assessment
- **Share good practices** and experiments

Conclusion



Conclusion

- We need a **better balance** in how we **recognize and reward academics** to help us achieve excellent education, research, impact and leadership, as well as the highest level of patient care in our university hospitals

- We cannot change academic career assessment on our own. We need to **work together** on a global level to change the recognition and rewards of academics

So.....

Let's move together!



Breakout groups





Insights & perspectives for Switzerland

Questions guiding the group discussions:

1. Suppose it is 2028 (or another date) and in Switzerland, we assess research differently than we used to in 2023.
What has changed? What hasn't? What can you observe?
2. What were the critical success factors? What or who was critical to making this change? What or who hindered it?
3. To get to our 2028 vision, what should we start/continue doing now, (a) collectively and/or (b) as individual institutions?

Thank you for your attention!

**More information: Kim Huijpen, Programme Manager
huijpen@unl.nl**

recognitionrewards.nl



@RecogRewards



@KimHuijpen



www.linkedin.com/company/recognition-rewards/

Some interesting references

- [Position paper 'Room for everyone's talent: towards a new balance in the recognition and rewards for academics'](#),
- [E-Magazine Recognition & Rewards autumn 2022](#)
- [Strategy Evaluation Protocol \(SEP\) 2021 – 2027](#)
- [A recap of the Recognition & Rewards Festival](#) (April 2023)
- [A Toolkit for Dialogue](#)
- [Webinars](#) on rewarding teaching (November 2020)
- [Video](#) Strategy Evaluation Protocol (SEP) 2021-2027
- 'Three perspectives on Open Science in research assessment' [slide deck](#)
- Youtube [playlist](#) Recognition & rewards
- [Summary of Career Framework for University Teaching](#) (Ruth Graham)
- [Video's](#) showcasing five countries reforming university reward and recognition systems
- The Dutch Recognition & Rewards Programme in [DORA Repository](#)

Illustrations by [Mark van Huystee](#), [GREATGRAPHIC](#) and [Things to Make and Do](#) Pictures by [PhotoA](#)

Recognising and rewarding teams

Team qualities



Teams as a concept

As a structure / organisational unit

As a way of working focused on the collective

Do you vouch for each other?

Rewarding encouraging social behaviour

Does it energise you?

How do you create the right working climate?

How do I benefit from my team functioning well?

Who has genuine team-player qualities?

Enjoying your work as a key reward

I'm enjoying my work

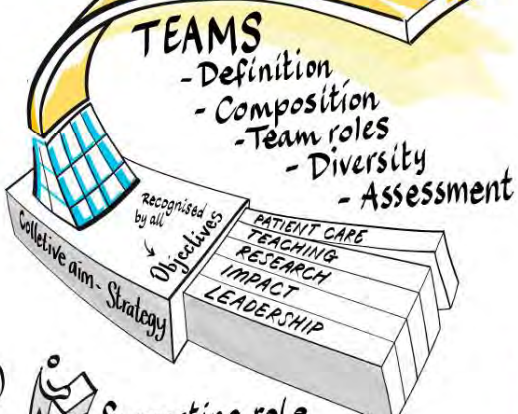
Where do you want to get to as a team?

How do you create a safe culture?



Team spirit ← Bridge to culture (change)

A home base is important



Cooperation between employees

Non-academic

Academic



More space for recognition



Core team: your role is essential



Supporting role

fluid

arising teams

In multiple teams

Fluid shape Various types of cooperation



In a collective environment, individuals are capable of cooperation

Inspirational questions CoARA Action Plan

- **Reflect on your own strategy and change approach.** What values form your premises? What guiding principles do you apply? How do you (together with your community) arrive at a (supported) action plan with defined milestones?
- **Make clear which process the institution expects to go through in reviewing, developing and evaluating criteria, tools and processes that fulfil the core Commitments.**
- **Involve the institution's own community in the change process.** How will you involve researchers? How will you share good practices (internally and with others)?
- **Set up a programme organisation.** How do you organise support? How to make capacity available (in hours and euros)? What is the role of leadership in the change process? So what do you need from your Board?
- **Reflect on the contact/consultation moments with various internal stakeholders.** Who needs to meet with whom to discuss a particular aspect and how will you organise that meeting? What is discussed in which consultation with what outcome in mind?