

# Making room for everyone's talent

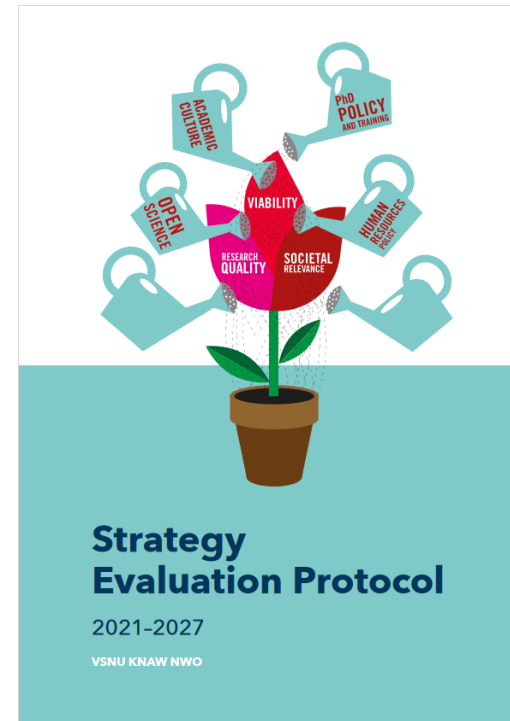
Towards a new balance in the recognition and rewards of academics

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Recognition & Rewards*



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## Room for everyone's talent

towards a new balance in the recognition and rewards of academics

- > Diversifying and vitalising career paths**  
We enable more diversity in career paths and profiles for academics.
- > Focusing on quality**  
In our assessments of academic performance, we increasingly focus on quality content and creativity.
- > Stimulating open science**  
We encourage academics to share their research outcomes with society.
- > Achieving balance between individuals and the collective**  
We assess academics based on both their individual and their team performance.
- > Stimulating academic leadership**  
We stimulate good academic leadership at all levels.

# Room for everyone's talent

towards a new balance in recognising and rewarding academics



## Position paper

- In November 2019, the Dutch Universities published the position paper 'Room for everyone's talent' together with Dutch public knowledge institutions and funders of research (VSNU, NFWO, KNAW, NWO and ZonMw)
- What is this Dutch approach in modernizing **Academic Career Assessment?**

**Why do we need a change in recognition and rewards?**



## Why a change is needed



## What we want to see as a result

- A healthy and inspiring working environment
- Scientists are valued for their particular talent, be it education, research, leadership, impact or patient care. Careers are possible on the basis of each of these activities, rather than research only
- People are enjoying their work and are no longer stressed by the pressure of producing publications, as research exposure through other channels will be possible and valued
- Science is practiced in teams and all team members receive credit for the team result
- And last but not least, the recognition that academics receive needs to reflect what society expects from science



# IMPACT FOR A BETTER SOCIETY

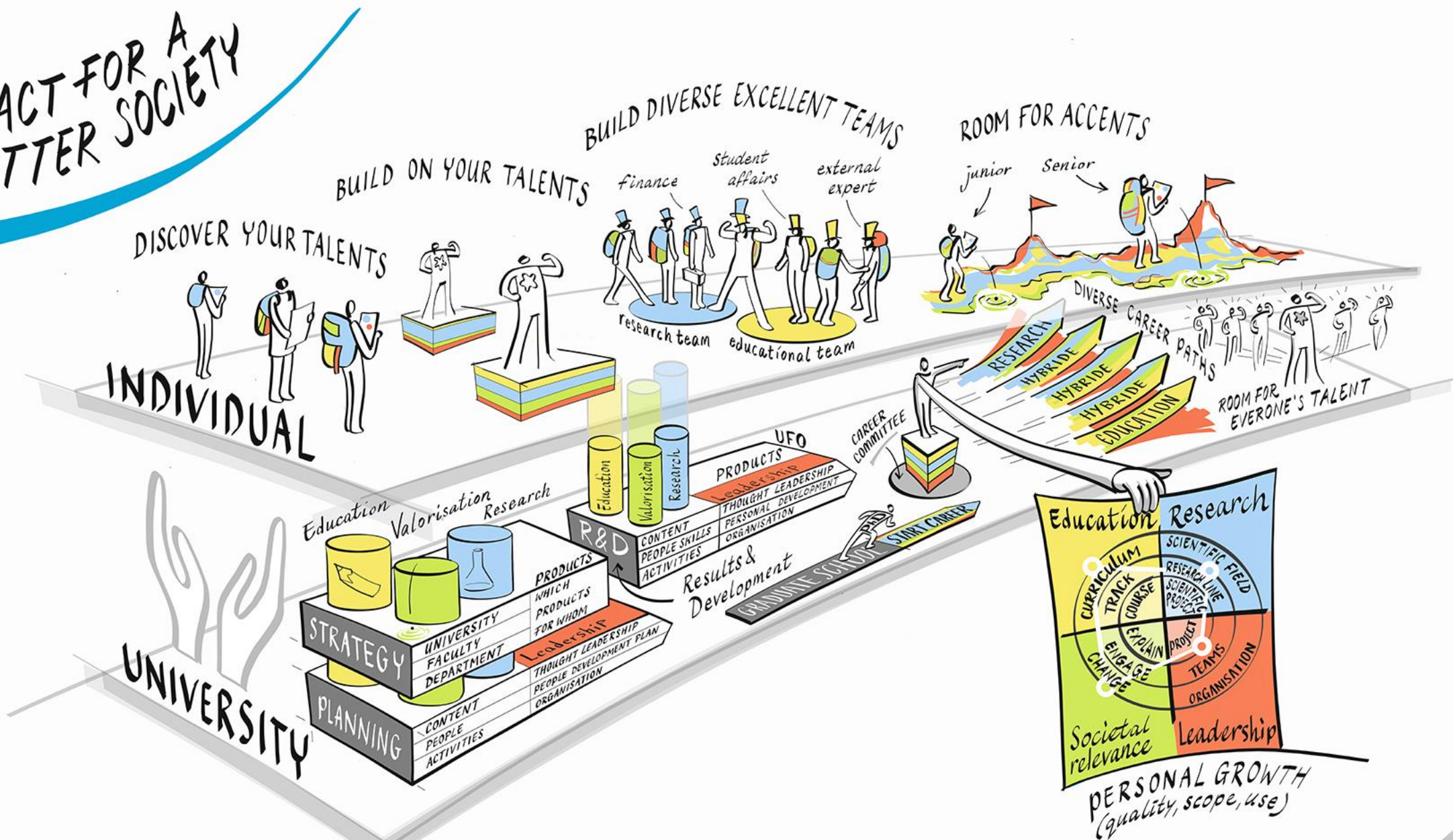
DISCOVER YOUR TALENTS

INDIVIDUAL

BUILD ON YOUR TALENTS

BUILD DIVERSE EXCELLENT TEAMS

ROOM FOR ACCENTS

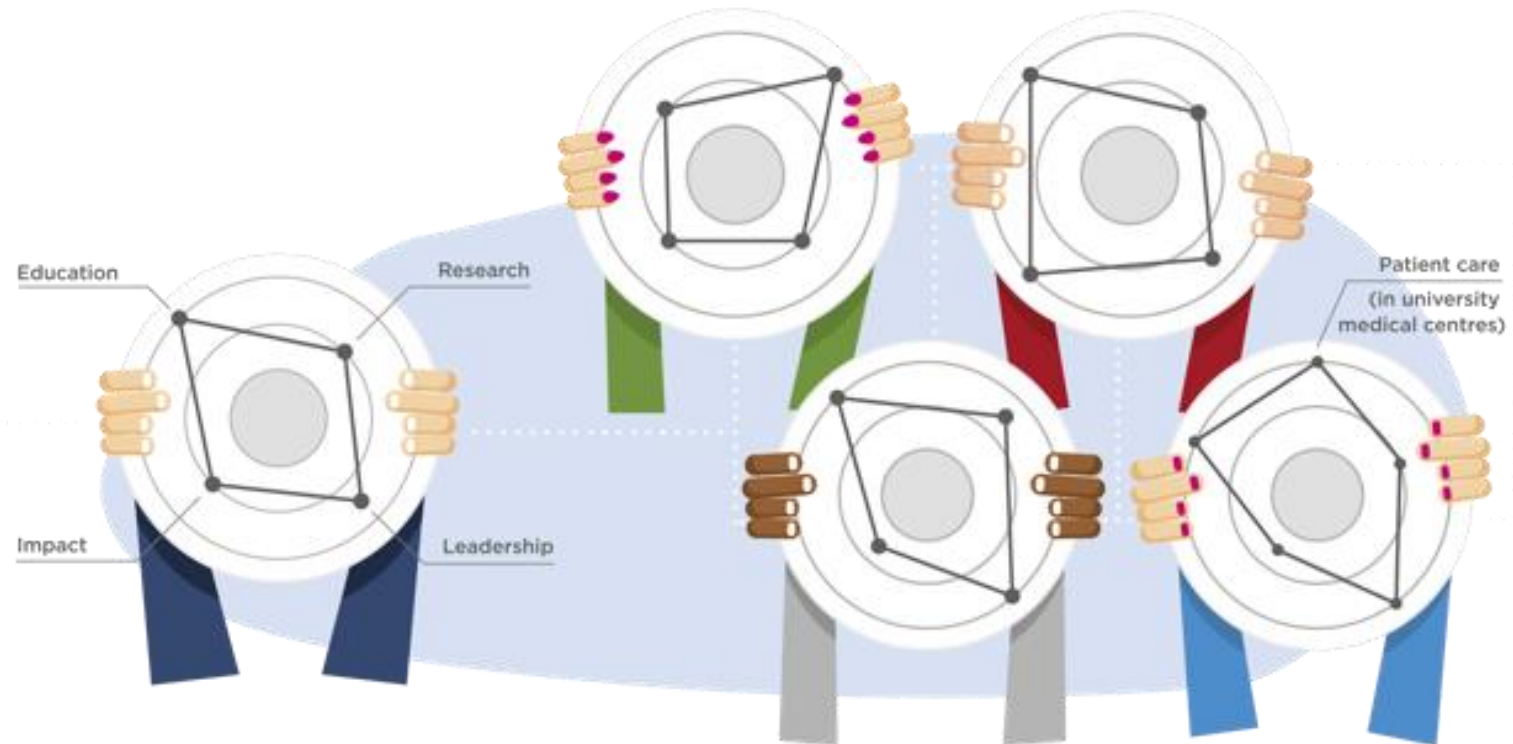


What do we want to change?





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



## 2. A better balance between individual and team performance

Inspire cooperation between organizations, disciplines and within teams (**Team Science**)



### 3. More focus on quality of work over quantitative results

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



**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



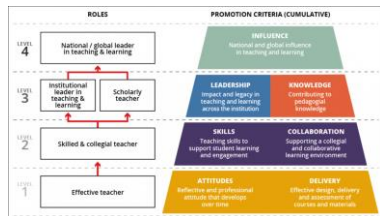
**5. More emphasis on the value of high quality leadership in academia** to set the course in research and education, to achieve impact, and to ensure that teams of academics can do their work as well as possible



# What is the secret of 'the Dutch approach'?



# 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

# How our Recognition & Rewards programme came about

Nov 2018

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

April 2019

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

May 2019

- ZonMW & NWO conference Scientist 2030: Evolution or Revolution

Nov 2019

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

Q1 2020

- New Strategy Evaluation Protocol
- Start of National Programme on Recognition & Rewards

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



## Strategy Evaluation Protocol

2021-2027

VSNU KNAW NWO



# Highlights of Recognition & Rewards programme so far

Nov 2020

- Webinars Recognition & Rewards of University Teaching



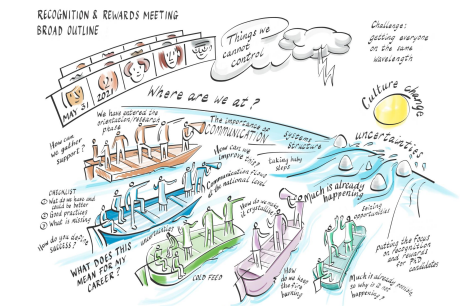
Jan 2021

- Recognition & Rewards Festival



May 2021

- Recognition & Rewards meeting with chairs, project leads and board members involved in the programme



Oct 2021

- All coalition partners give commitment to Plan R&R 2022-2026

**How do we want to achieve this change?**



## Our approach to achieve this change

- The desired cultural change is a fundamental change of beliefs; not just a change in the rules of the game
- To achieve this, a broad dialogue in academia is needed
- Sharing good practices and experimenting will initiate the desired movement
- A good balance between giving room for ideas (diverging) and bringing together good practices (converging) in a joint framework is needed
- Investing in leadership is the basis of the intended change; HR has an important facilitating role



# Institutions translate position paper to own organisation

Maastricht University

## Room for everyone's talent at Maastricht University

UM vision on Recognition & Rewards

## Room for Everyone's Talent: The Tilburg University Ambition

|            |  |  |  |
|------------|--|--|--|
| Research   |  |  |  |
| Education  |  |  |  |
| Impact     |  |  |  |
| Leadership |  |  |  |

TILBURG UNIVERSITY

Understanding Society

## 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

Universiteit Leiden

Discover the world at Leiden University

## SHAPING INDIVIDUALS AND TEAMS

INCLUDING THE CONTRIBUTION TO THE VSNU PROGRAM ON RECOGNITION AND REWARDS MANIFESTO AND GUIDING PRINCIPLES 25 AUGUST 2020

UNIVERSITY OF TWENTE.

Utrecht University

## OPEN SCIENCE RECOGNITION AND REWARDS

PAST: Individual performance, Team effort, Primary focus, Research, Education, Leadership, Impact, Professional performance.

FUTURE: Dynamic career paths, Education, Research, Impact, Leadership, Professional performance (p. patient care), Outcome (Quality, Equity, Narratives & meaningful metrics, Social relevance), Innovation.

## IMPACT FOR A BETTER SOCIETY

DISCOVER YOUR TALENTS

BUILD ON YOUR TALENTS

BUILD DIVERSE EXCELLENT TEAMS

ROOM FOR ACCENTS

INDIVIDUAL UNIVERSITY

STRATEGY PLANNING

EDUCATION RESEARCH

SOCIETAL RELEVANCE LEADERSHIP

PERSONAL GROWTH (Quality, scope, use)

Value: The process of creating societal and economic value from knowledge.

fU Delft

# Co-chairs

# Recognition & Rewards programme board



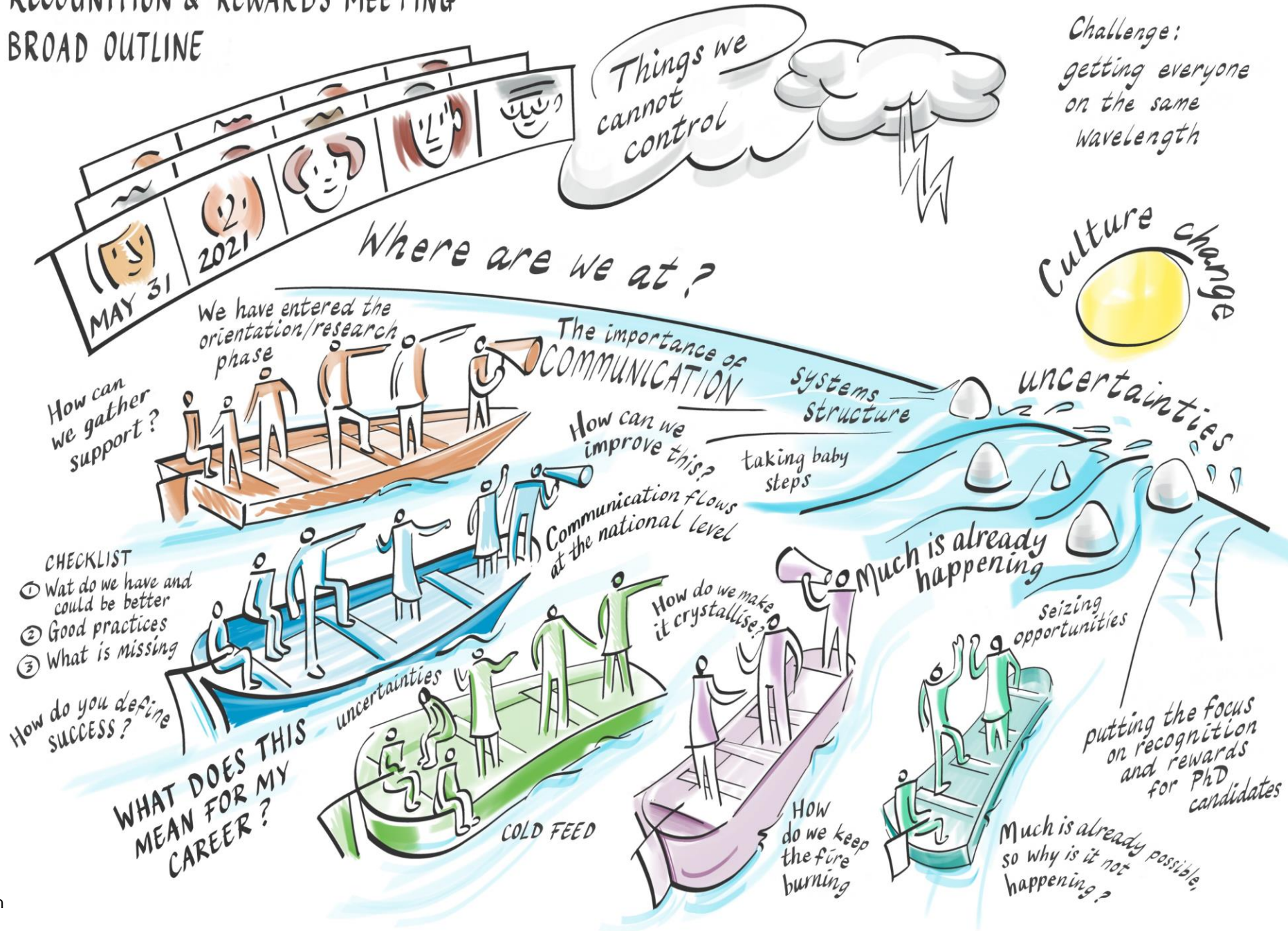
# Programme team



# Recognition & Rewards committees



# RECOGNITION & REWARDS MEETING BROAD OUTLINE



Visualisation by Mark van Huystee of Recognition & Rewards meeting with chairs, project leads and board members involved in the programme

**Let's move together!**



**Thank you for your attention!**

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## Some interesting references

- [Position paper 'Room for everyone's talent: towards a new balance in the recognition and rewards for academics'](#),
- [Strategy Evaluation Protocol \(SEP\) 2021 – 2027](#)
- [A recap of the Recognition & Rewards Festival](#) (January 2021)
- [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)
- [Videos](#) 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](#)