Room for everyone's talent
Towards a new balance in the recognition and rewards of academics
#recognitionandrewards
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, NFU, KNAW, NWO and ZonMw)
- What is the secret of ‘the Dutch approach’ in modernising the system of recognition and rewards?
Why do we need a change in recognition and rewards?
Why a change in recognition and rewards is needed

- To ensure that academia continue to be connected to society, and that the general public continues to value and support academia
- Make the best use of all our talent
- Ensure that our organisations are healthy work-environments where current and future generations of excellent scientists and scholars will want to work
Why a change in recognition and rewards is needed

What we aim for

What we reward
What we want to see as a result
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. More emphasis on the value of academic leadership 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.
5. **Open Science** becomes the norm and stimulates interaction between scientists and society
Open Science

- Citizen science
- FAIR data
- Open educational resources
- Open access publishing
- Open software
- Open methodologies
- Collaboration (inside/outside academia)
- Outreach/visibility
- Citizen science
Recognizing and rewarding Open Science activities

To ensure viability of Open Science, recognition and reward mechanisms must support this on three levels:

- During selection, supervision, development and evaluation of researchers (HR policy)
- During evaluation of research proposals (research funding)
- During quality assessment of research (with new Strategy Evaluation Protocol in the Netherlands)
Recommendations NL National Programme Open Science

- Include (realised and expected) contributions to open science as selection criteria when hiring new researchers and support staff
- Incorporate open science into policies on the development, support, rewarding and appreciation of scientific staff
- Ensure that assessment of research proposals incorporates a positive rewarding of a researcher or research group's open science track record (open access publication, FAIR data sharing, engaging societal stakeholders); train reviewers accordingly
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 education
The Dutch approach

- **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

- **March 2020**
  - New Strategy Evaluation Protocol
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
Specific examples of our actions

**Institutions and funders together:**
- Revising the SEP (Protocol for Research Assessment)
- Enabling cultural change

**Institutions:**
- Setting up a high level committee and change programme per institution
- Developing a nation-wide framework

**Funders:**
- Creating funding instruments for a more diverse group of researchers
- Training assessment committees
How does Maastricht University get there?

Institutional UM Recognition & Rewards committee (board of deans)

- Education committee
- Research committee
- Impact committee
- Leadership committee
Agenda for the coming months

**Before summer...**
- all committees develop a vision and translate this into a narrative
- all committees provide input for the leadership committee
- all narratives are discussed in the institutional committee which guards coherence and intertwining of the domains
- the UM vision/narrative is shared on a national level

**During summer...**
- all committees (together) propose a plan on how to initiate the discussion within faculties from September onwards
PhD candidates & postdocs

- Adjustment of quantitative standard for number of articles
- Adjustment of expectations (for example, with respect to number of studies, chapters and publications)
- One less study/experiment
- Research using data that has already been collected
Developments during Corona crisis

- Never before science was so open
- Never before there was so much cooperation in science
- Never before it was so clear that the general public longs for the interpretation of developments by academics
- And never before we saw so clearly that the hearts and minds of our academics are with their students

I hope that we all give our academics the recognition they deserve for their activities in developing online education, Open Science activities, public outreach and teamwork
Stronger together in Europe

Together, we can
• change the academic environment, so international career steps will remain possible
• influence European policies and funding strategies
• influence the way publishers work
• influence the way rankings work
• learn by sharing best practices
Let’s move together!

More information: RianneLetschert, R.Letschert@maastrichtuniversity.nl or Kim Huijpen, Programme Manager, huijpen@vsnu.nl