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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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 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 aim for

What we reward
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

Build on Your Talents

Build Diverse Excellent Teams

Room for Accents

Individual

University

Valorisation: The process of creating societal and economic value from knowledge.
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
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
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](#)