Science Policy, Recognition & Rewards
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Making room for everyone's talent
Towards a new balance in the recognition and rewards of academics

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@RecogRewards #RecognitionRewards
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!
Outline

- **Why** do we need a change in recognition and rewards?
- **What** do we want to change?
- **How** do we achieve this change?
- How can I **contribute**?
- **Conclusion**
Why do we need a change in recognition and rewards?
Why a change is needed

What we aim for

What we reward
OPEN SCIENCE RECOGNITION AND REWARDS

PAST

Individual performance

Primary focus

RESEARCH

EDUCATION

LEADERSHIP

IMPACT

PROFESSIONAL PERFORMANCE

Output
Quantity
Closed
H-index & impact factors
€ funding received

OPEN SCIENCE PROGRAMME

FUTURE

Dynamic career paths

TEAM EFFORT

EDUCATION

RESEARCH

IMPACT

LEADERSHIP

PROFESSIONAL PERFORMANCE (e.g. patient care)

Outcome
Quality
Open
Narratives & meaningful metrics
Societal relevance

ORGANIZATION
What do we want to change?
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
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.
How do we achieve this change?
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**
Institutions translate position paper to own organisation
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.
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
Good practice:
‘Impact through Recognition & Rewards’
Erasmus University Rotterdam
CREATING POSITIVE SOCIETAL IMPACT

THE ERASMIAN WAY

Erasmus University Rotterdam
The EUR framework focuses strongly on:

- Making a positive impact on society
- Creating differentiated career paths & move towards team science
- Promoting leadership in academia

Creating differentiated career paths:
- With a focus/accent on research, education, impact, leadership/management, patientcare
  - Always including a research and education component
- To be available for assistant-, associate- and full professors
  - After a ‘fixed’ period in a standard/classic profile (60% teaching, 40% research)
- Not at the expense of research and teaching excellence!
## Inter-faculty differences

**Erasmus School of Social and Behavioral Science**

**Rotterdam School of Management**

### RSM Faculty Qualifications Grid

<table>
<thead>
<tr>
<th>Audiences</th>
<th>Engagement</th>
<th>Innovation &amp; Impact</th>
<th>Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic</td>
<td>1: Academic</td>
<td>2: Academic</td>
<td>3: Academic</td>
</tr>
<tr>
<td>(Other scholars, the Literature, the Profession)</td>
<td>Engagement</td>
<td>Innovation &amp; Impact</td>
<td>Leadership</td>
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<tr>
<td>Pedagogical</td>
<td>4: Pedagogical</td>
<td>5: Pedagogical</td>
<td>6: Pedagogical</td>
</tr>
<tr>
<td>(Learners, Other Teachers)</td>
<td>Engagement</td>
<td>Innovation &amp; Impact</td>
<td>Leadership</td>
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<tr>
<td>Practice</td>
<td>7: Practice</td>
<td>8: Practice</td>
<td>9: Practice</td>
</tr>
<tr>
<td>(Practitioners, Industry &amp; community)</td>
<td>Engagement</td>
<td>Innovation &amp; Impact</td>
<td>Leadership</td>
</tr>
</tbody>
</table>
Career path on Impact - principles

• Development of Impact focus profile
  ▪ Interviews with assistant- and associate professors
  ▪ Impact highly integrated with research and education
  ▪ Impact as a multi-interpretable concept
    ▪ Field depended
    ▪ Importance of different impact pathways with focus on (long-term) collaborations with public and private partners
  ▪ Part of a broader cultural change
    ▪ Importance of right environment including professional support, training, funding
Career path on Impact - assessment

- Activities:
  - Collaboration with societal partners
  - Knowledge translation from and to society
  - Impact & educational activities
  - Public engagement
  - Impact leadership
- Professional skills
- Professional attitude
- Achievements
  - Self-assessment
  - Stakeholder assessment
  - Proxies for impact
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!
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 (February 2022)
- 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
Science Policy, Recognition & Rewards for Increasing Impact

“Broadening the space of recognition and the reward system through dialogue amongst different stakeholders, combining top down and bottom up in an inclusive way.”