

Open Science :

The Recognition &
Rewards Transformation

23 February 2023

Professor Paul Boselie, Utrecht University
School of Governance

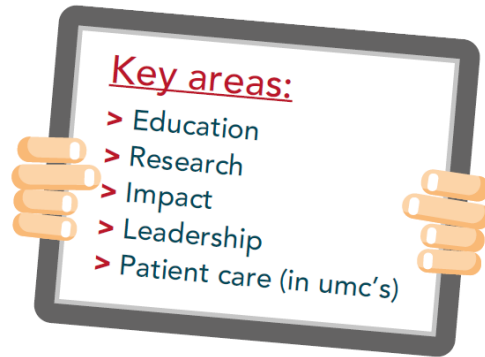


Universiteit Utrecht



- TEAM
- RESEARCH
- IMPACT
- PROFESSIONAL PERFORMANCE
- LEADERSHIP
- EDUCATION

Worldwide Academia is out of Balance



Individual (versus collective)

Scholar / Academic (versus support)

Research (versus education, impact etc.)

...



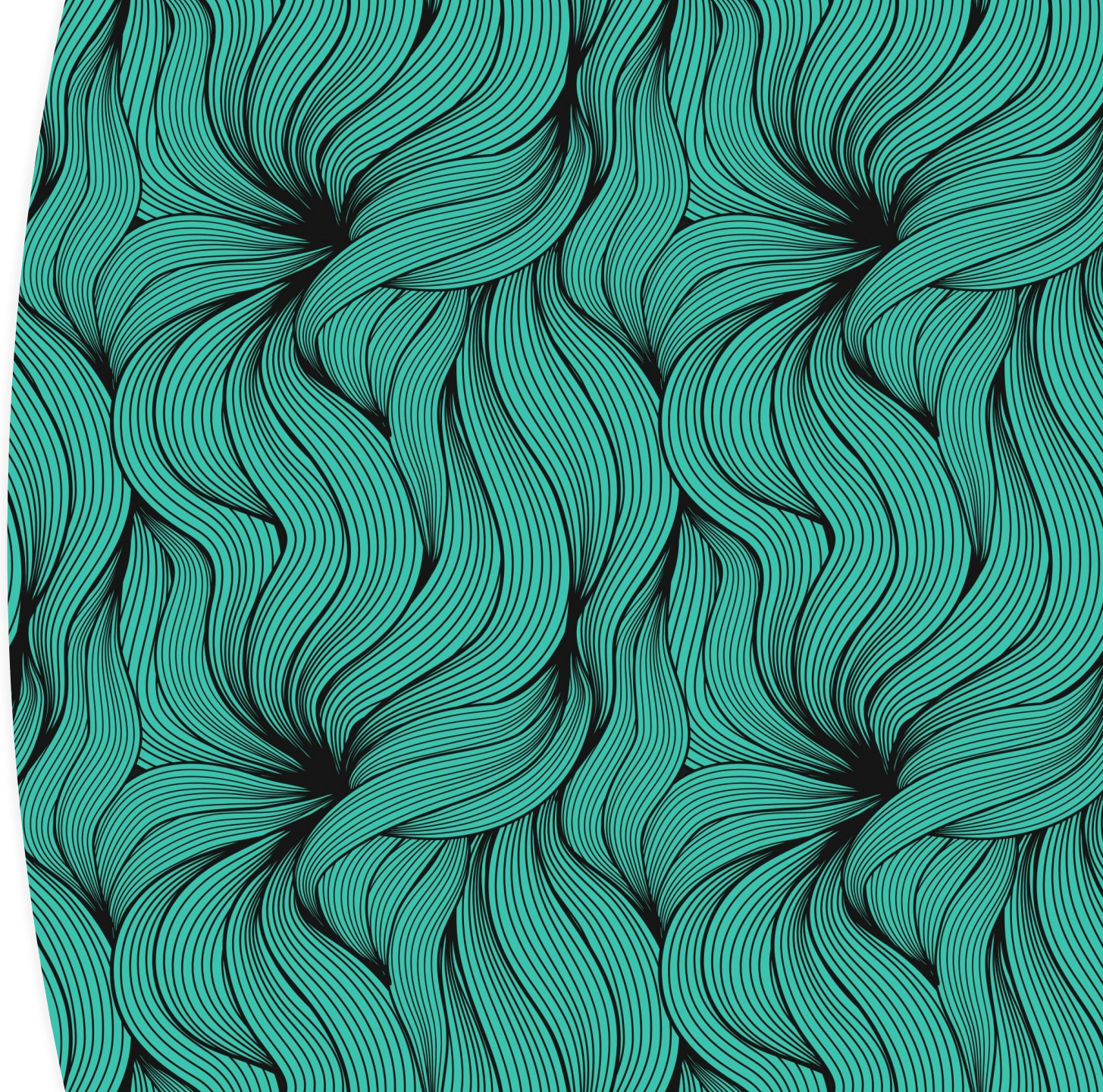
Wind of Change *Nature* Interview (June 25, 2021)

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.**



Social Media Eruption....> 4 million views...

Focus on quality

< **Leuk gevonden**
door Maria Jiménez-Andrés en 4 anderen

 **Haidee Kotze** @HaideeKotze · 1 d ...
(So this is what it feels like to be proud of the university one works for ❤️)
[@UtrechtUni](#) will abandon measures that "contribute to a 'product-ification' of science that values sheer output over good research".



nature.com
Impact factor abandoned by Dutch university in hiring and promotion d...

2 9 48

 **María Jiménez-Andrés** @m_jimenezandres **Volg**
PhD researcher. Universitat Autònoma de Barcelona. Lecturer in Spanish at Middlesex University

That's one small step for a university, one giant leap for academia?

Vertaal Tweet



ARMSTRONG:
ONE GIANT LEAP FOR MANKIND
GIF

 **Utrecht University** @UtrechtUni · 1 d
In our strategic plan Utrecht University commits itself to the transformation to #openscience. We are aiming for an HR policy that caters for different types of careers, moving away from the past 'one size fits all'...

< **Tweet**

 **Ludovic THILLY** @LThilly_CG ...
Important policy decision by [@UniUtrecht](#), member of [@CoimbraGroup](#), on new ways of assessing research & researchers! Inspiring!

Vertaal Tweet

 **Koen Frenken** @KFrenken · 1 d
Impact factor abandoned by [@UtrechtUni](#) in hiring and promotion decisions. New HR system aims to cater for different types of careers in science moving away from the past 'one size fits all' approach [nature.com/articl...](#)

10:10 · 27-06-2021 · Twitter Web App

 Tweet is antwoord

< **Tweet**

 **Hilal Lashuel** -هلال الأشول (Private A... @Hlashuel ...
It is time to end our obsession with impact factors. Kudos to the leadership at [@UtrechtUni](#) for this bold initiative, championing #openscience and leading by example.

Impact factor abandoned by Dutch university in hiring and promotion decisions

Vertaal Tweet



 Tweet is antwoord

Coalition of the Willing

Focus on quality

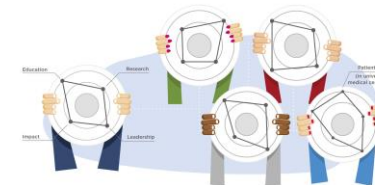
- International : for example <https://coara.eu/>



Coalition for Advancing Research Assessment (2022) :

Our vision is that the assessment of research, researchers and research organisations recognises the diverse outputs, practices and activities that maximise the quality and impact of research. This requires basing assessment primarily on qualitative judgement, for which peer review is central, supported by responsible use of quantitative indicators.

- International : for example DORA declaration
"Announcing plans for DORA's 10th Anniversary Celebration" (Dec, 2022)
- National : UNL (see position paper 2019)



The Dutch Recognition & Rewards Transformation since position paper 2019



Key areas:

- > Education
- > Research
- > Impact
- > Leadership
- > Patient care (in umc's)



Room for everyone's talent

Towards a new balance in the recognition and rewards of academics

Kim Huijpen, Programme Manager
Recognition & Rewards



Finding a balance between the individual and the collective

Focus on quality

Diversification and vitalisation of career paths

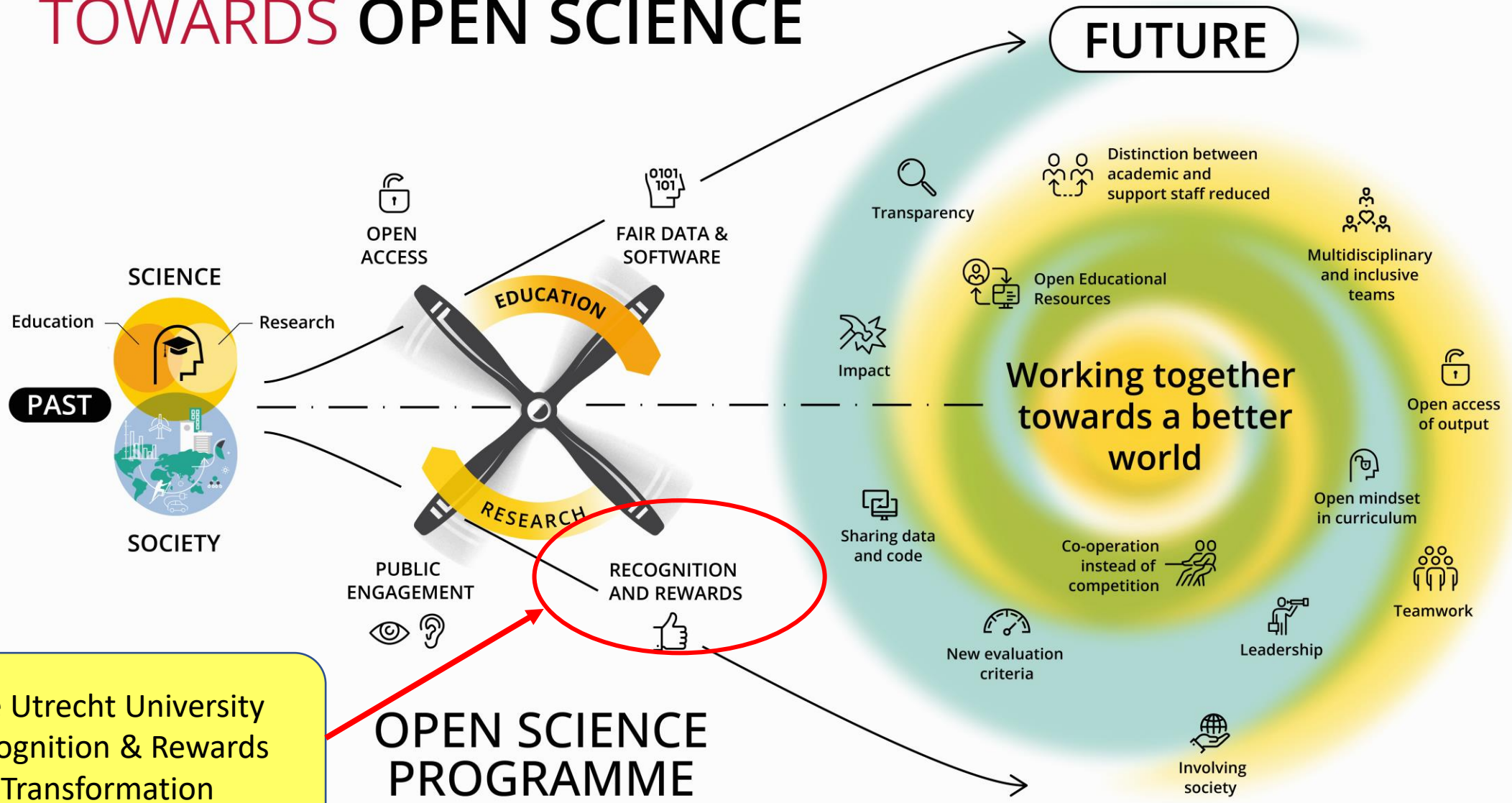
Stimulating open science

Encouraging academic leadership

Support by Dutch national institutes :



TOWARDS OPEN SCIENCE



“We continuously look for new possibilities to make science more open, effective, reliable and relevant to society. ”



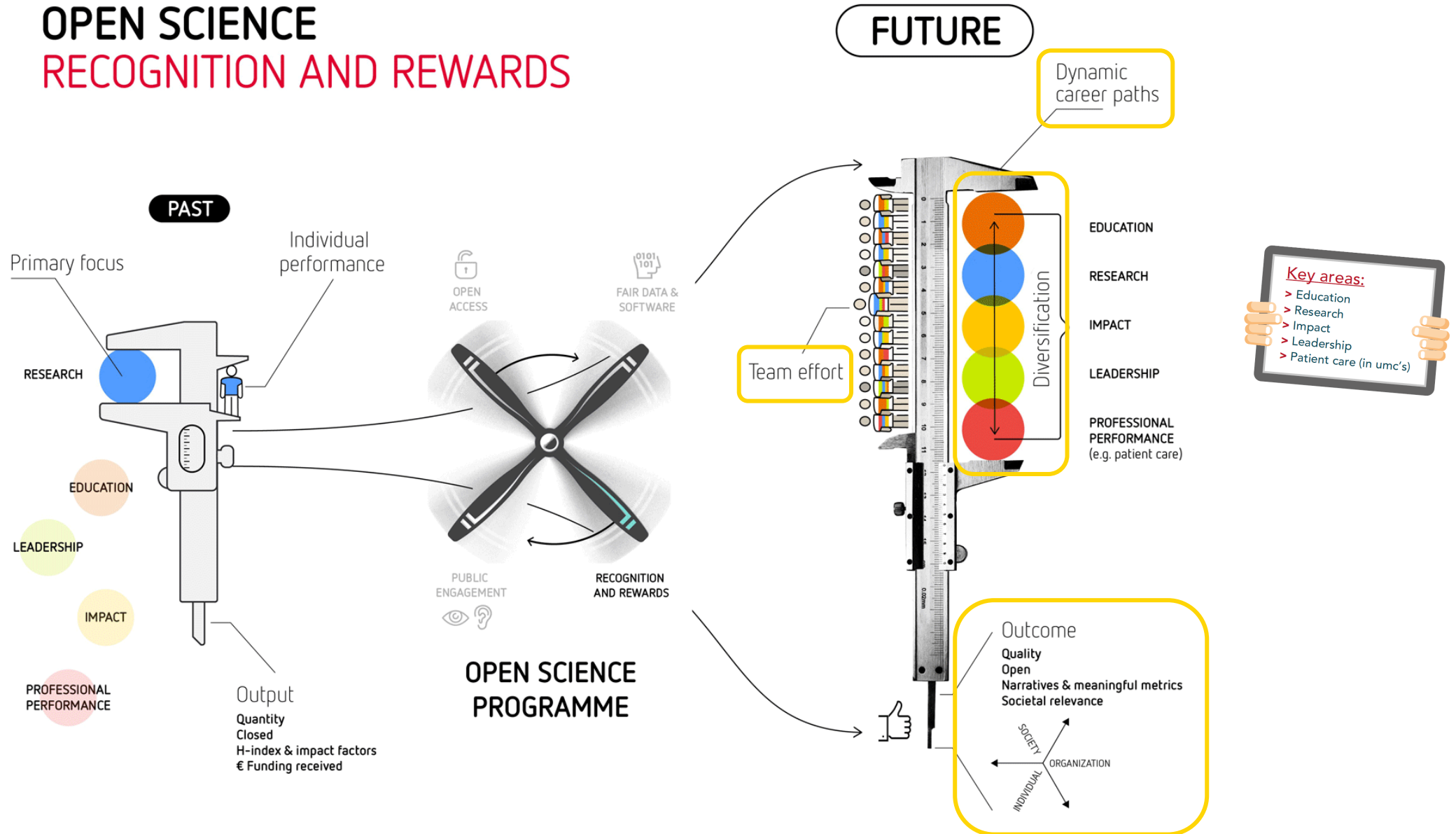
“We stimulate collaboration, exchange and co-creation across borders of academic fields, and with a wide range of partners and the general public.”



‘The world does not benefit from scientists being ‘one-trick-ponies’
Utrecht University pioneers for a new system of recognition and rewards

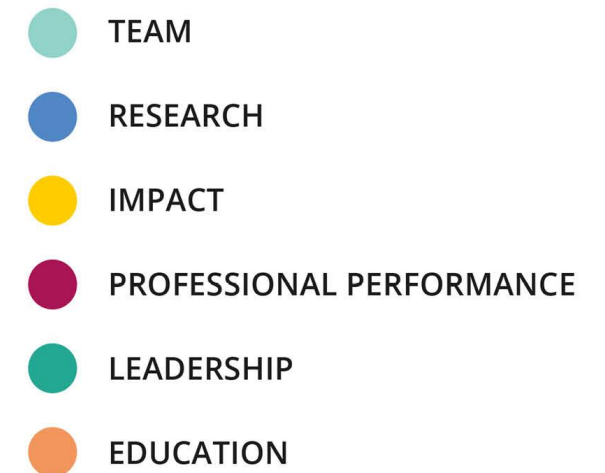


OPEN SCIENCE RECOGNITION AND REWARDS



The Utrecht University Recognition & Rewards TRIPLE model

- *TRIPLE at UU* consists of six parts
 - **Education**;
 - **Research**; and
 - **Professional Performance**
- The **Impact** domain is an integral part of Education, Research and Professional Performance
- **Leadership** and **Team Spirit** are the foundations of the domains of Education, Research and Professional Performance.



UU Recognition & Rewards Transformation

Implementation

- Vision, Mission and Strategy
- Part of the UU Open Science Program
- Multidisciplinary and interdisciplinary
- Team Spirit: towards a collective approach
- Leadership at all levels, hands-on and value-driven
- Support and Academic Staff
- R&R is a culture change

Encouraging academic leadership

Feb '18

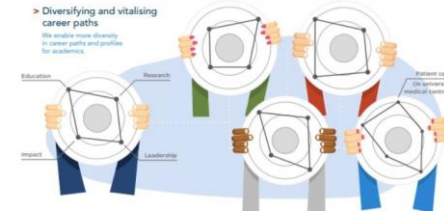


TOWARDS OPEN SCIENCE

Nov '19



Room for everyone's talent
towards a new balance in the recognition and rewards of academics



Nov '20



Universiteit Utrecht

Open mind,
open attitude
open science

**IMPROVING THE WORLD
SUSTAINABLY TOGETHER**

Feb '21



Feb '23



Encouraging academic leadership



You

Self-reflection
Cultivating mutual
trust, giving and
taking responsibility
Recognising and
nurturing diversity of
employees
Clear communication



You and your team

Collaboration
(interdisciplinary or
otherwise)
Reinforcing the culture
of improvement
Encouraging
development
Results-oriented



You and the organisation

Setting objectives for
your own unit and
connecting them to
UU objectives
Realising objectives in
the UU Strategic Plan
Taking responsibility for
the bigger picture

*Finding a balance between the individual and
the collective*

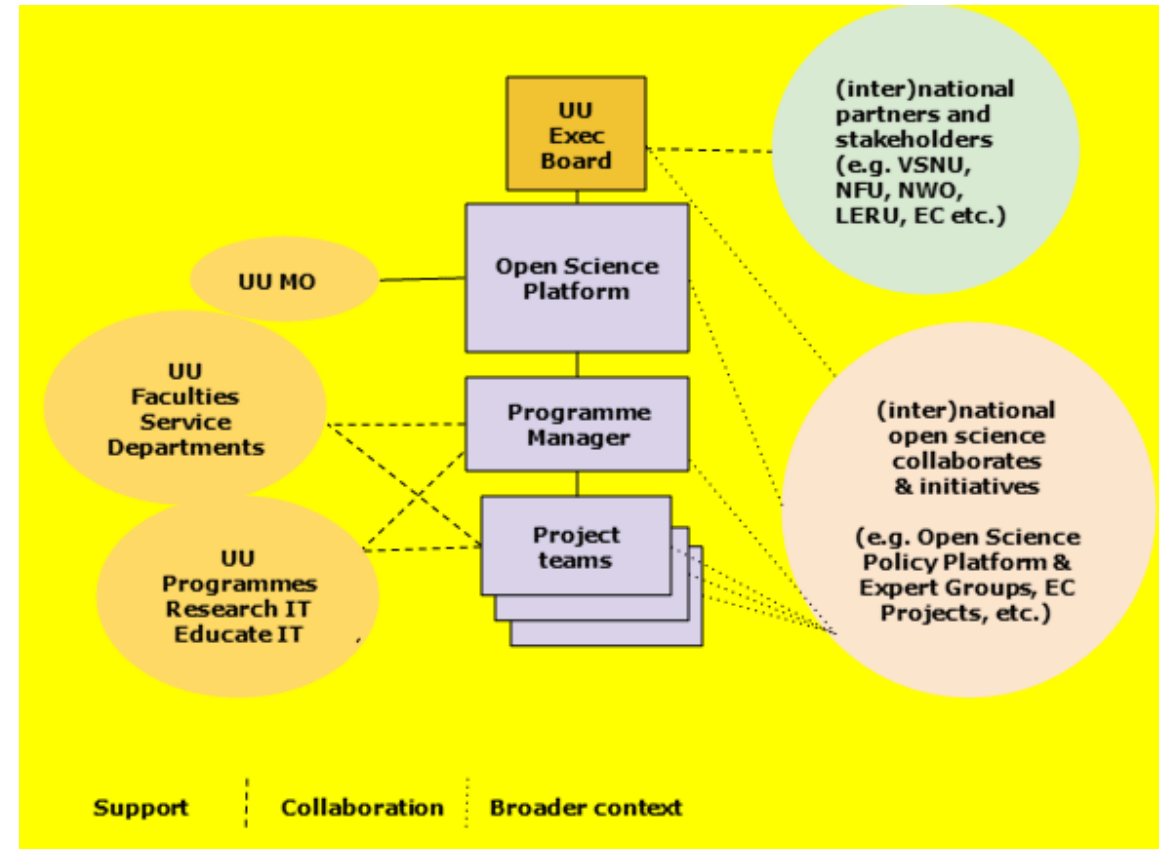
Open mind,
open attitude
open science

IMPROVING THE WORLD
SUSTAINABLY TOGETHER

UU Open Science
Program Organization



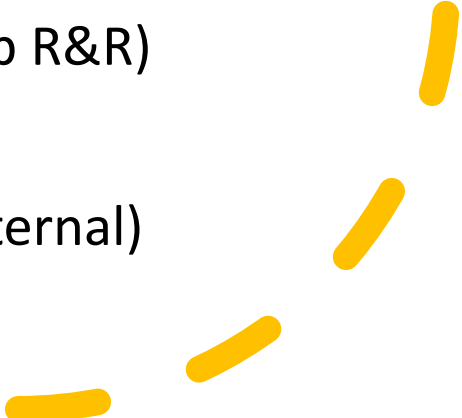
Universiteit Utrecht



A large orange circle on the left side of the slide, partially cut off by the edge.

How ?

Underlying principles

- **Vision & persuasion** (UU strategy)
 - **Support of the University Board and the Deans**
 - **Capacity for a project organisation** (UU Open Science)
 - Building on **own strengths and knowledge**
 - **FOST and fellows**, in the UU faculties
 - **Practice what you preach** in R&R approach
 - **UU initiatives** (room for experiments)
 - **Employee involvement**
(dialogue sessions and workshops)
 - **Leadership development** (2-day workshop R&R)
 - Close **cooperation with HRM**
 - **Communication strategy** (internal and external)
- 
- A series of yellow dashed lines in the bottom right corner, forming a curved shape.

Institutional Transformation :



The diagram illustrates the levels of institutional transformation, structured as a vertical hierarchy. On the left, a blue arrow points upwards, indicating an increasing level of institutionalization. On the right, a blue arrow points downwards, indicating a decreasing level of institutionalization. The hierarchy consists of six horizontal yellow bars, each representing a different level of transformation, from the most institutionalized at the top to the least at the bottom.

International level : coalition of the willing (EU); network participation

National level : Dutch national Recognition & Rewards platform with representatives of all the universities

University level : R&R part of the UU Open Science program; UU R&R workgroup

Faculty level : FOST (fellows open science teams) and (vice)deans

Department level : R&R leadership workshops, regular visits by UU R&R workgroup members

Individual employee level : employee involvement through workshops; new annual perf appraisal form

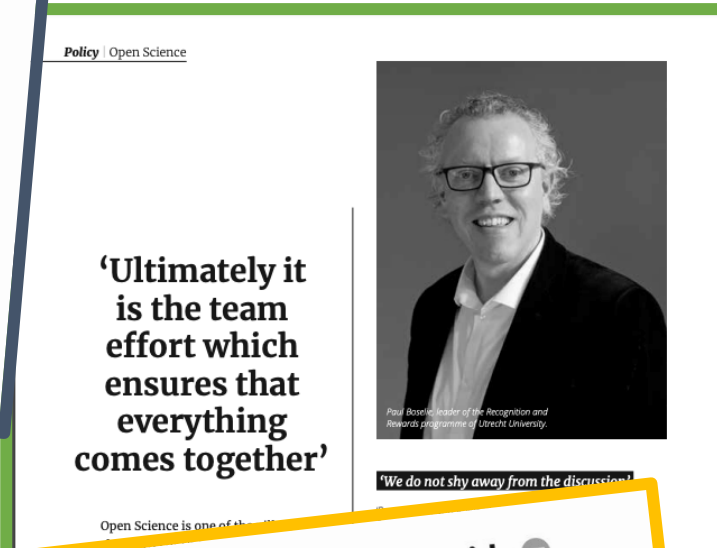
Potential success factors

- **Resource based approach:** building on the internal strengths of our own organization (*human capital / untapped resources*)
- **Co-opetition** : innovative collaboration or cooperation in a competitive environment (for example national recognition & rewards platform for R&R exchange) (*social capital and networks*)
- **Link with our Utrecht University strategy:** Open Science in a multidisciplinary and interdisciplinary approach (for example through 4 strategic themes and multiple focus areas) (*alignment / fit*)
- **Full support** (100% !) of the UU university Board and all the UU deans (*strategic leadership*)
-

Media Exposure and Communication Strategy

The untapped resources strategy:

- junior and senior staff
- mix of support and scientific staff
- different disciplines
- focus on internal and external communication
- national and international media





Animal Farm and
R&R fun...Quiz :





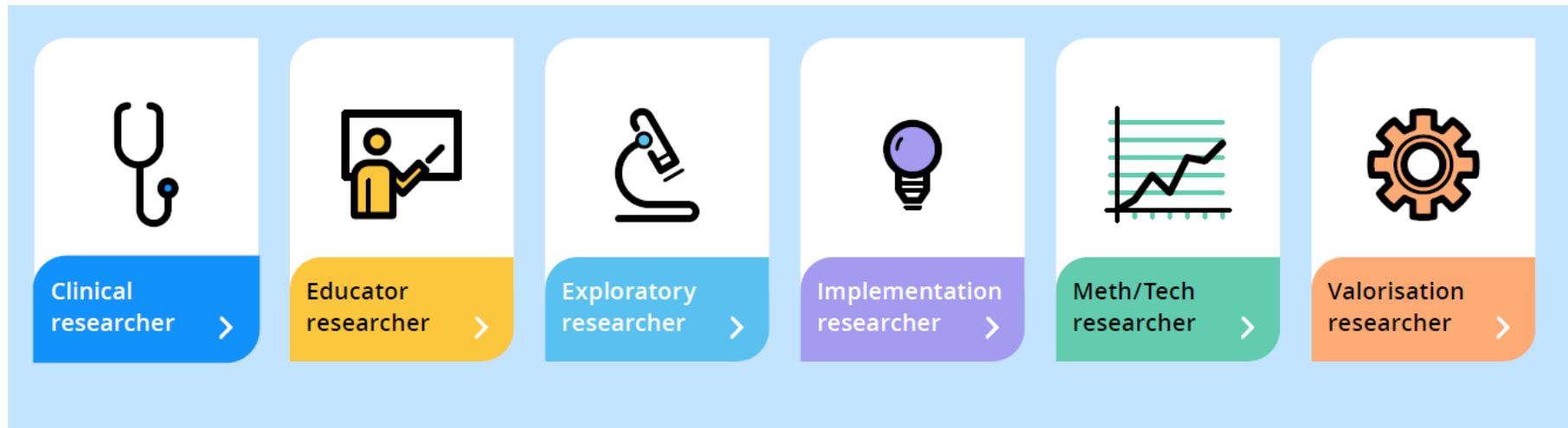
Recognition and rewards at the Faculty of Science, Utrecht University

The Faculty of Science implements a new way of recognising and rewarding. As of 1 November 2021 the new and more open procedure applies to our full professors. All detailed information about the new process and criteria is available in these documents:

- [Recruitment, Selection, Promotion and Appointment full professor](#) (pdf)
- [TRIPLE criteria full professor](#) (pdf)



Career profiles: **researchers**



Diversification and vitalisation of career paths

personal development tool



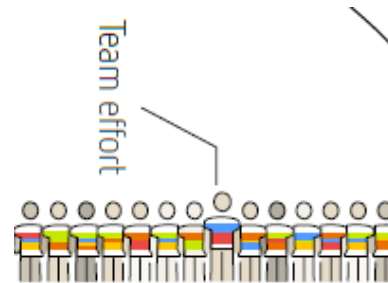
Diversification and vitalisation of career paths

Other career pathways will become more important
[Debbie Jaarsma, Dean of the Faculty of Veterinary Medicine](#)



Diversification and vitalisation of career paths

It is about team effort
[Marianna Tryfonidou, member of the Open Science Team of the Faculty of Veterinary Medicine](#)



Additional material



Infographics (need for visualization),
<https://www.uu.nl/en/research/open-science/reports-articles-and-presentations>



Free information and open access documents and presentations,
<https://www.uu.nl/en/research/open-science/reports-articles-and-presentations>



Video material, f.e.
<https://youtu.be/nexRk4mcsnM> ;
<https://youtu.be/KIC9N5UEB8g> ;
<https://youtu.be/9hKwP7-mUJ8>



Sharing Good Practices,
<https://www.uu.nl/en/research/open-science/good-practices-and-illustrations>



Tough questions, honest answers (FAQs),
<https://www.uu.nl/en/research/open-science/knowledge-center/faq/recognition-and-rewards>



UU Recognition & Rewards vision,
<https://www.uu.nl/sites/default/files/UU-Recognition-and-Rewards-Vision.pdf>



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