

Recognizing & Rewarding Impact

Introducing UU-TRIPLE

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Utrecht University

Utrecht University, The Netherlands: Organization



• ESTABLISHED

• 1636



• PROFESSORS

• 700



• FACULTIES

• 7+2



• STAFF-MEMBERS

• 8,000



• STUDENTS

• 39,000



Utrecht University

Making Open Science Possible

Implementation of Recognition and rewards

- Integrated theme in UU Open Science programme
- Based on Vision, Mission and Strategy
- In all disciplines & together with societal partners
- R&R concerns a change in academic culture



Utrecht University



Utrecht University

TOWARDS OPEN SCIENCE



VSNU

Room for everyone's talent

towards a new balance in the recognition and rewards of academics



Universiteit Utrecht

Open mind,
open attitude
open science

TRIPLE: Team Spirit as the default approach to working in academia



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

TRIPLE MODEL

Guiding principles

Team

The collective is our point of departure

Leadership

Invest in leadership at all levels, hands-on and value driven

Diversification

Stimulate diversification in profiles and dynamic career paths

Openness

Recognise and reward openness in all domains

Quality

Recognise and reward quality over quantity



The Utrecht University Strategic Plan 2020-2025

Open mind,
open attitude
open science

IMPROVING THE WORLD
SUSTAINABLY TOGETHER

Transition to Open Science

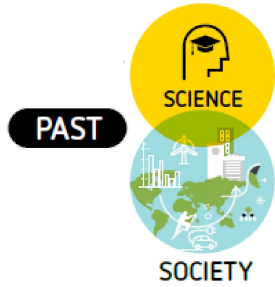
In 2017, in order to accelerate and improve the realisation of research results and their societal impact, we decided to make the transition to Open Science. By doing so, we hope to fundamentally alter the practice of education and research in the coming years. Open science calls for an open outlook and open attitude and affects our relationship with society. Research results are made freely available to others at the earliest possible stage. Open science touches on the structure of the research and education agenda, the diversity of that agenda and therefore the diversity of our employees. It changes the way we communicate with one another and the contact with society at large.

Open science calls for an open outlook and open attitude and affects our relationship with society.

Open science emphasises 'team science' and affects our dealings with one another as colleagues. We strive to reduce individual competition and achieve an open academic culture. Providing all university employees optimum support in their work and careers will require adjustments to the evaluation system; a new framework for 'Recognition and Appreciation'.



Utrecht University



Work in Academia



Individual

Research dominance

One-dimensional outcomes:
pubs, # grants, h-index



Cooperation / co-creation with internal and external partners

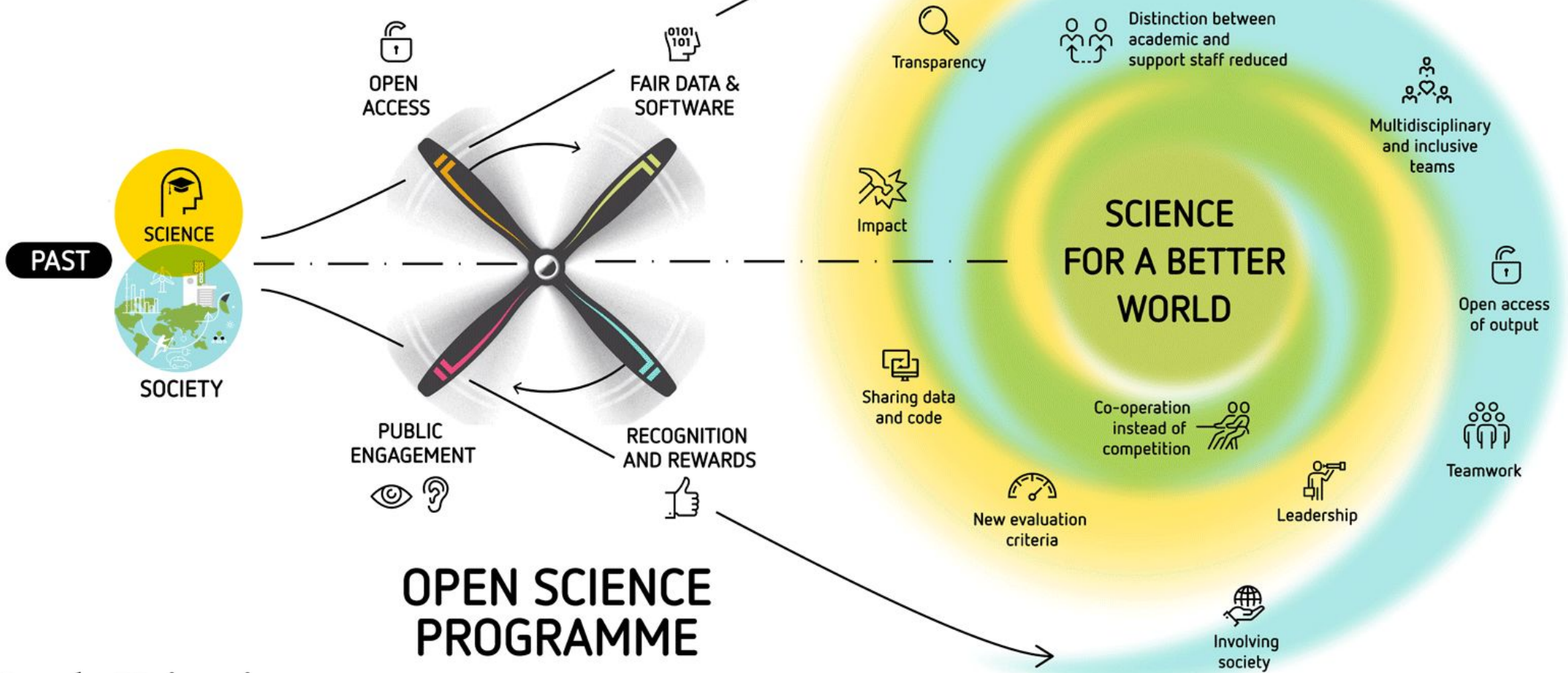
Multidisciplinary and pluriform

Multi-dimensional outcomes: organizational effectiveness, employee well-being and societal well-being



TOWARDS OPEN SCIENCE

FUTURE



1 - Open access



Central to the new open access policy

The essence of the OA policy is that every UU researcher is expected to publish all journal articles, book chapters and books in open access where possible, as far as the instruments for open access publication offered by the UU facilitate this at the time of publication.

The following points of departure for academic publications apply:

They are shared under an [open licence](#). This licence stipulates which conditions apply to the spread of the publication. These conditions also include the retention of the author's or institution's copyright.

They are openly available for computational analysis, for algorithmic and machine learning applications.

The parts of the open access strategy are:



Open access is the most mature in terms of policy but still faces challenges and opportunities

2 - FAIR data and software

As open as possible, as closed as necessary

Archiving is already mandatory at Utrecht University, but making relevant data fully **FAIR** (Findable, Accessible, Interoperable and Reusable) and also open wherever viable (duly respecting constraints of privacy, sensitivity and intellectual property rights) has many additional advantages and is also required by some funders and journals. The adage “as open as possible, as closed as necessary” is valid here.



Services and solutions to make research data management work. Want to know how?

WATCH THE VIDEO >

Research Data Management Support

Home Guides Tools & Services Training & Workshops RDM Projects & Stories FAQ Contact us About Index

Utrecht University pursues integrity, sustainability and transparency in dealing with research data. Research Data Management Support, a multidisciplinary network of data experts within Utrecht University, offers its researchers and research groups the associated training, tools, infrastructure, guidance and support.



Guides

Discover reading guides with best practices and tips for managing your research data throughout your research project, from data management planning, data handling to sharing your data after your project is finished.



Tools & Services

Get acquainted with tools you can use to store, manage and analyse your data and with tailored services which range from workshops, finding existing data, checking your data management plan (DMP) to writing a data policy.



Training & workshops

To learn more about how to manage your research data, researchers, students and support staff can follow our online training and (tailored) workshops.

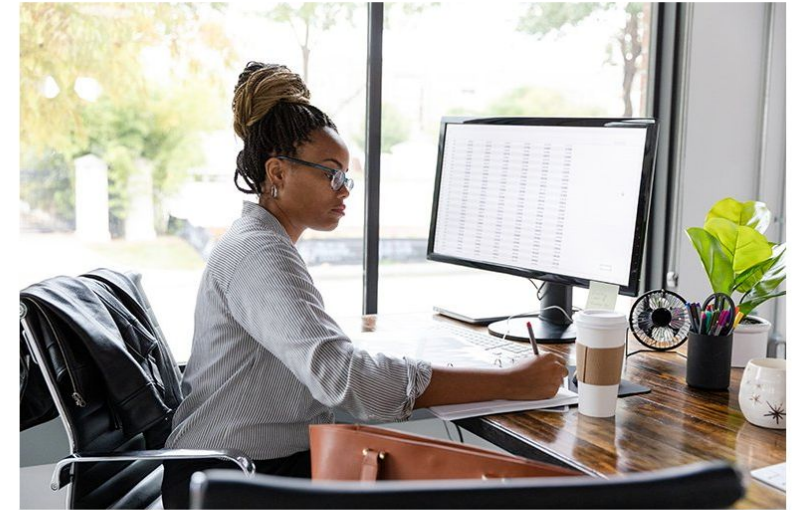


RDM Stories

Stories and news from researchers and experts about tools, services and developments.

From Thursday 30 September 2021 09:00 to Friday 1 October 2021 13:00

Workshop: Best Practices for Writing Reproducible Code



© iStockphoto.com/SDI Productions

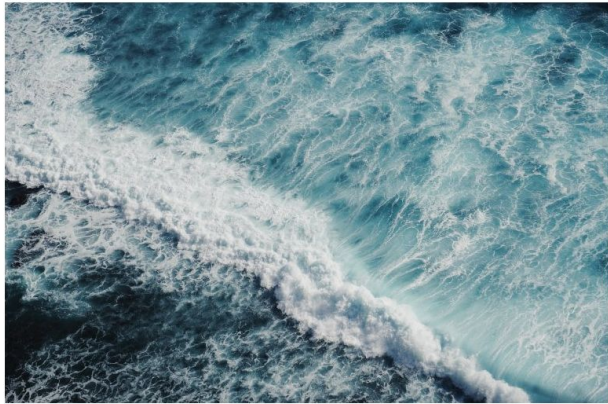
Ensuring your research is reproducible can be a difficult task. Scripting your analysis is a start, but this in and of itself is no guarantee that you, or someone else, can faithfully repeat your work at a later stage. In this workshop, we will help you not only to make your work reproducible, but also to increase the efficiency of your workflow. We do this by teaching you a few good programming habits: how to set up a good project structure, how to code and comment well, and how to document your code so that it can be used by others. We will furthermore

FAIR data & software involves a lot of work for researchers and many opportunities for support

3 - Public engagement



Wave of new Wikipedia articles by oceanography students



The English Wikipedia.org now hosts a significantly larger number of articles on oceanography, after forty students in Dynamical Oceanography, part of the [Climate Physics Master's programme](#), have each submitted an article to the platform as part of their course assignments.



Public engagement involves dialogue, interaction and participation, between researchers and non-academics. It is as much about listening as it is about offering insights and knowledge. It creates benefits for the public (increased understanding, chance to be part of science), the researchers (new ideas, challenge thinking), the university (raises its profile) and for society as a whole (making more informed choices, challenge rooted convictions).

WHAT IS PUBLIC ENGAGEMENT? >



Close-up



Why engage a general audience?

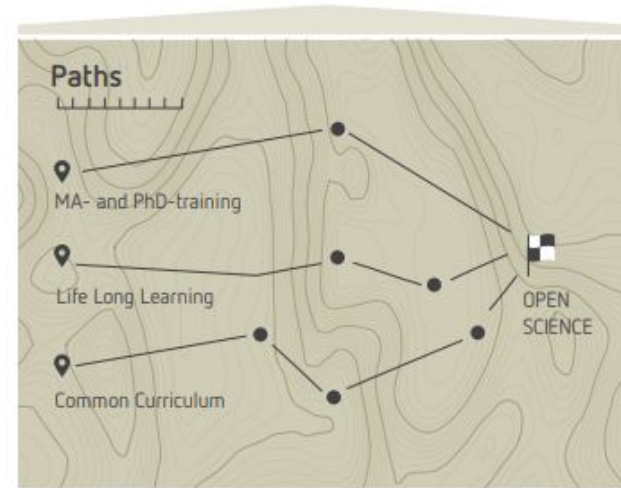
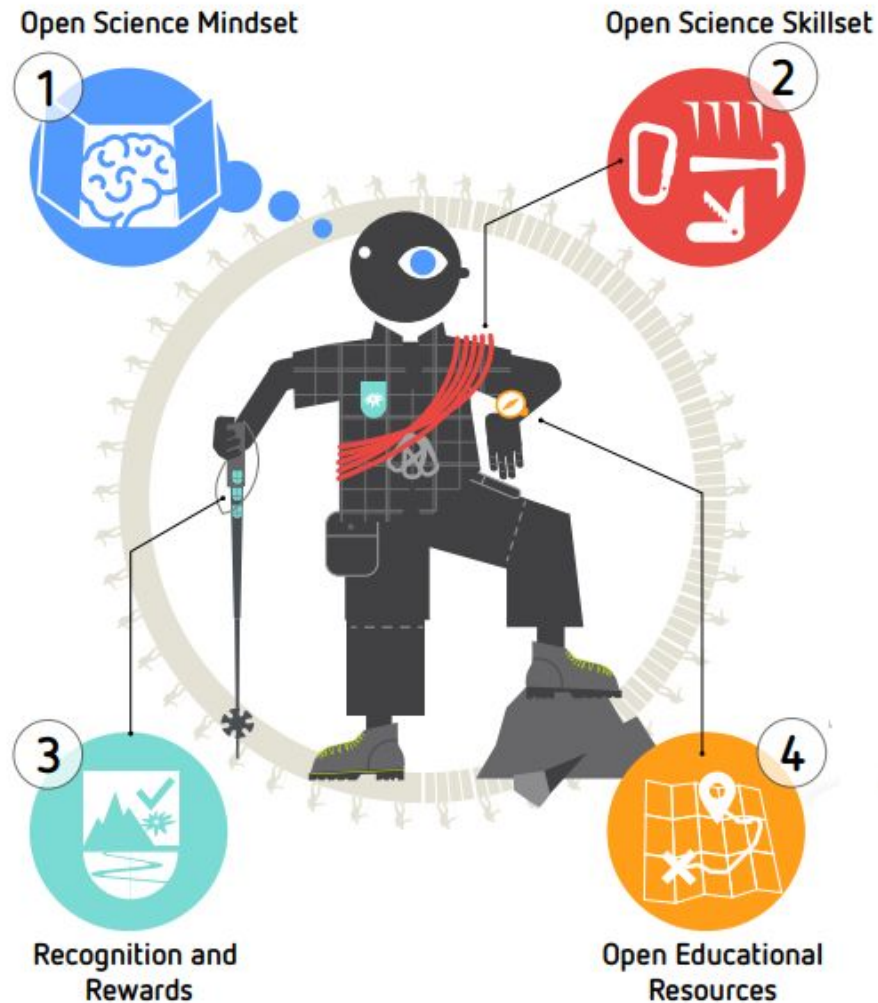
Utrecht University rector magnificus prof. dr.



Vlogs

Public engagement involves going out to tell your story, but crucially: involving stakeholders in research at an early phase, letting them participate and having a say

4 - Open science in education



August 31, 2021

Preprint Open Access

Reshaping the Academic Self: Connecting Education & Open Science

[Sicco de Knecht](#); [Martijn van der Meer](#); [Loek Brinkman](#); [Manon Kluijtmans](#); [Frank Miedema](#)

The transition towards Open Science will drastically alter our approach to academic life. It will change the ways in which we reward and recognise university employees and reshape the relationship between education and research. This should be reflected in how a new generation of academics and citizens are educated. Not only through the qualifications our students receive to become productive members of society, but also by dint of the values and attitudes we teach our pupils. The aim of university education should be preparing future graduates to share their (inter)disciplinary knowledge, engage with societal stakeholders, and shape tomorrow's society. Now is the time to explore how.

UU realizes that Open Science starts with educating the open scientist of the future. This has recently been added as a separate track in the Open Science Programme

5 - Recognition & Rewards *Topic of TODAY*

nature

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nature > career news > article

CAREER NEWS | 25 June 2021

Impact factor abandoned by Dutch university in hiring and promotion decisions

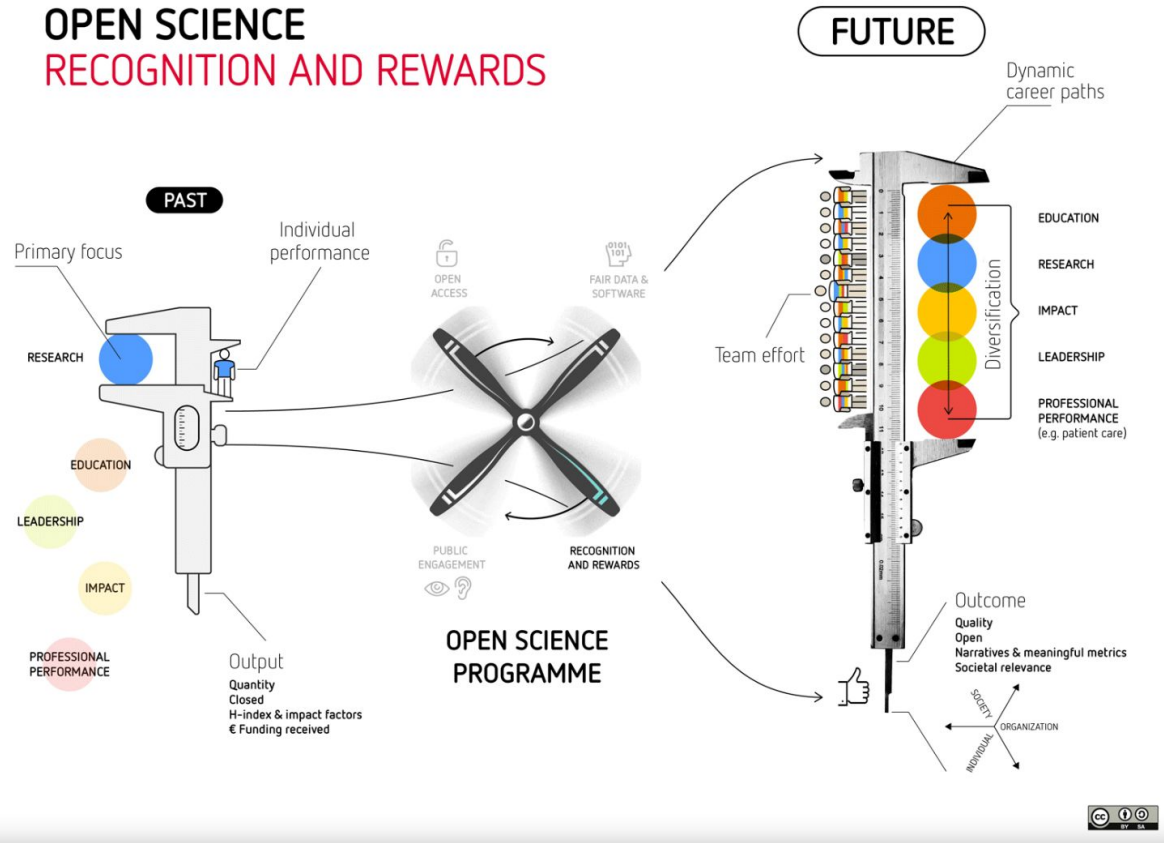
Faculty and staff members at Utrecht University will be evaluated by their commitment to open science.

Utrecht University Recognition and Rewards Vision

By embracing Open Science as one of its five core principles¹, Utrecht University aims to accelerate and improve science and scholarship and its societal impact. Open science calls for a full commitment to openness, based on a comprehensive vision regarding the relationship with society. This ongoing transition to Open Science requires us to reconsider the way in which we recognize and reward members of the academic community. It should value teamwork over individualism and calls for an open academic culture that promotes accountability, reproducibility, integrity and transparency, and where sharing (open access, FAIR data and software) and public engagement are normal daily practice. In this transition we closely align ourselves with the national VSNU program as well as developments on the international level.



OPEN SCIENCE RECOGNITION AND REWARDS



Change focus on what is rewarded and on the level at which evaluations take place

Really implementing these changes in policies attracts a lot of attention/discussion

National and International Discussions



ScienceGuide

Nieuwe Erkennen en waarderen schaadt Nederlandse wetenschap

Opinie | door gastauteurs

19 juli 2021 | Een groep van 171 wetenschappers, waaronder 142 hoogleraren, waarschuwt in deze open brief dat het nieuwe Erkennen en Waarderen de Nederlandse wetenschap schaadt. Zeker de medische, exacte en levenswetenschappen dreigen door het nieuwe Erkennen en Waarderen hun internationale topositie te verliezen omdat niet meer duidelijk is waarop wetenschappers worden beoordeeld.

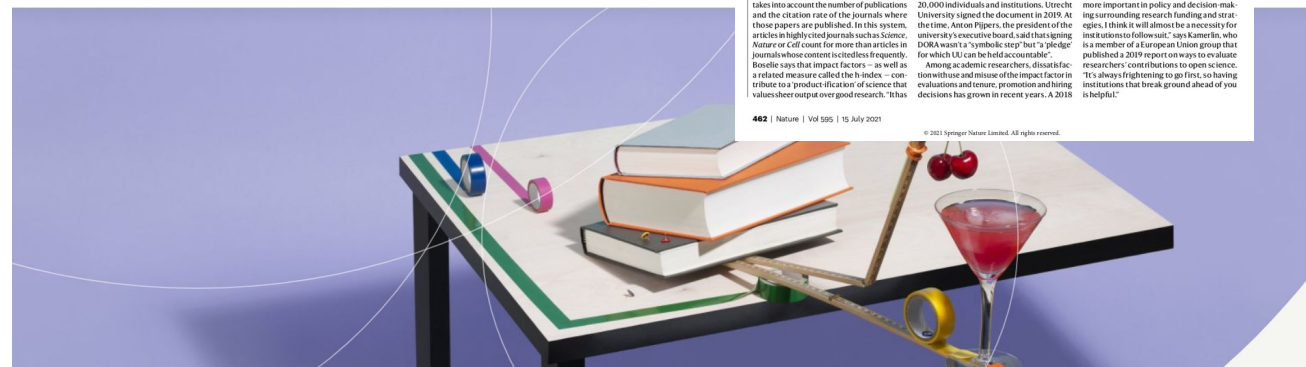


<https://www.scienceguide.nl/2021/07/nieuwe-erkennen-en-waarderen-schaadt-nederlandse-wetenschap/>

<https://www.nature.com/articles/d41586-021-01759-7>



Find funding Research policy NWO F



Science is like competitive sports

Science is like competitive sports

The summer of 2021 is shaping up to be – corona volente – a summer full of exciting sports events, including the European Football Championship, closely followed by the Olympic Games, to name just two. I'm often struck by the parallels between

About Onderzoek

NWO develops science policy in dialogue with the field and we want to show that. In this magazine we discuss the developments, wishes and other voices in the scientific field.

<https://www.nwo.nl/en/science-competitive-sports>

Work / Careers



Utrecht University will no longer use the impact factor in hiring and promotion decisions.

UNIVERSITY DROPS IMPACT FACTOR

Staff at Utrecht University will be assessed through commitment to open science.

By Chris Woolston

A Dutch university says it is formally abandoning the impact factor – a standard measure of scientific success – in all hiring and promotion decisions. By early 2022, every department at Utrecht University in the Netherlands will judge its scholars by other standards, including their commitment to teamwork and their efforts to promote open science, says Paul Boele, a governance researcher and the project leader for the university's new Recognition and Rewards scheme. "Impact factors don't really reflect the quality of an individual researcher or academic," he says. "We have a strong belief that something has to change, and abandoning the impact factor is one of those changes."

A scientist's impact factor is a score that takes into account the number of publications and the citation rate of the journals where those papers are published. In this system, articles in highly cited journals such as *Science*, *Nature* or *Cell* count for more than articles in journals whose content is cited less frequently. Boele says that impact factors – as well as a related measure called the h-index – contribute to a "productification of science that values sheer output over good research." This

report called the impact factor "an inadequate measure for assessing the impact of scientists" and concluded that failure to modify the current assessment systems is likely to lead to "continued bad work behaviour that has not always resulted in positive societal behaviour".

Despite this, a 2019 study found that 40% of research-intensive universities in the United States and Canada specifically mention impact factors or closely related terms in documents related to tenure, review and promotion (E. C. McKiernan, *et al.* *Life* 8, e47338; 2019). Only a few of those references strike a note of caution, and most suggest that a high impact score would be necessary for career advancement.

Every university in the Netherlands, Utrecht included, has signed on to Room for Everyone's Talent, a 2019 position paper led by the VNUU, the employee association for Dutch universities. That paper calls for a system of recognition and rewards that "enables the diversification and vitalisation of career paths".

On a practical level, evaluating researchers on qualities beyond easy-to-measure metrics can be messy and complicated. "It's going to be quite challenging to apply," Boele says. He explains that each department will have to develop its own systems and strategies to identify researchers and academics who are making the most meaningful contributions to their fields. The process might involve interviews with other researchers in a given field, he says. "There are alternative ways to evaluate individuals on their quality."

Still, doing away with standard metrics could be a risky move for the university and its faculty and staff members. Along with other universities continue to rely on impact factors and other productivity metrics for hiring and promotion, researchers who come up through the Utrecht system might be at a competitive disadvantage if they eventually try to find a job at a different institution. Boele acknowledges. "There are feelings of insecurity among young academics," he says. "We feel that it's a risk that we are willing to take because we believe [the evaluation system] will change in the end."

Utrecht will not be the standing alone in its efforts to change the way researchers are evaluated, says Lynn Kamerling, a computational biochemist at Uppsala University in Sweden. "An open science becomes more and more important in policy and decision-making as we move research and strategies. I think it will almost be a necessity for institutions to follow suit," says Kamerling, who is a member of a European Union group that published a 2019 report on ways to evaluate researchers' contributions to open science. "It's always going to be trying to go first, so having institutions that break ground ahead of you is helpful."

462 | Nature | Vol 595 | 15 July 2021

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We are not alone: Coalitions

- **International:**

- <https://coara.eu/> Coalition for Advancing Research Assessment



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.

- <https://sfdora.org/> Dora Declaration



The Declaration on Research Assessment (DORA) recognizes the need to improve the ways in which researchers and the outputs of scholarly research are evaluated.

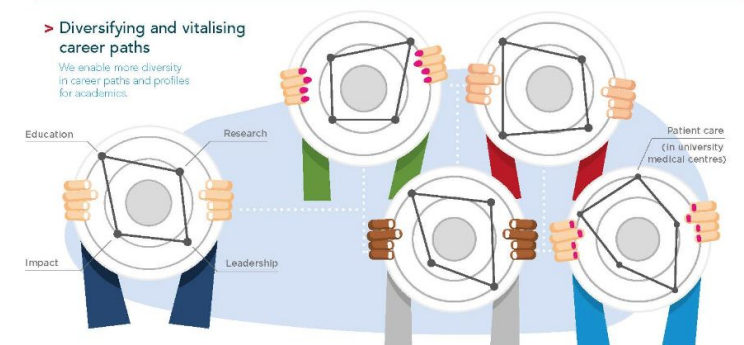
- **National:**

- Universities of the Netherlands UNL, Position paper 2019, Room for Everyone's Talent

<https://www.nwo.nl/en/position-paper-room-everyones-talent>

Room for everyone's talent

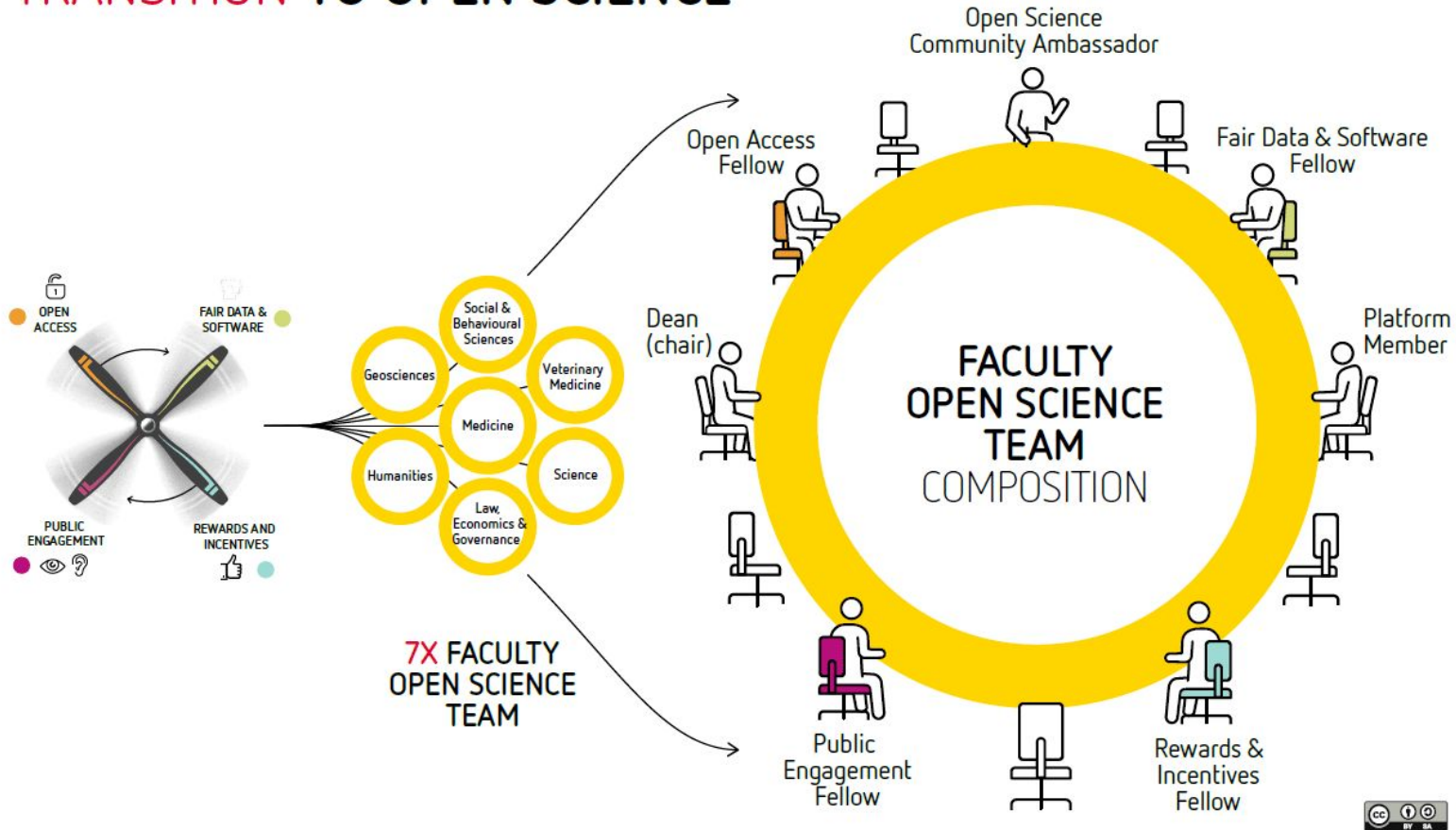
towards a new balance in the recognition and rewards of academics



Implementation at UU: Open Science teams in the 7 Faculties



TRANSITION TO OPEN SCIENCE



Each faculty has a team with fellows for each OS theme to discuss/decide on specifics in their field

Guiding principles

Team

The collective is our point of departure

- Focus more on collaboration, less on competition (also within teams)
- Involve stakeholders in all aspects of research and in organizing high-quality education
- Assess and recognise individual achievements in relation to their contribution to the (goals of) team and organisation

Leadership

Invest in leadership at all levels, hands-on and value driven

- Leadership strengthens connections between research, education and professional performance
- Involve people in decision making; promote agency and personal leadership on all levels

Diversification

Stimulate diversification in profiles and dynamic career paths

- Enable and stimulate career paths with different accents
- Invite individuals to set their own path by connecting their own goals to the institutional aims
- Recognise different contributions to education, research and professional performance, including support & administrative staff

Openness

Recognise and reward openness in all domains

- Prioritise openness in all aspects of education, research and professional performance
- Work towards a safe, open work environment

Quality

Recognise and reward quality over quantity

- Make narratives part of all evaluation cycles for individuals and teams
- Reduce publication pressure
- Recognise methodological quality over impact of positive results
- Value the story behind the numbers in impact assessment

Recognition & Rewards at UU: the **TRIPLE model**

<https://www.uu.nl/en/news/utrecht-university-presents-new-vision-on-recognition-and-rewards>



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

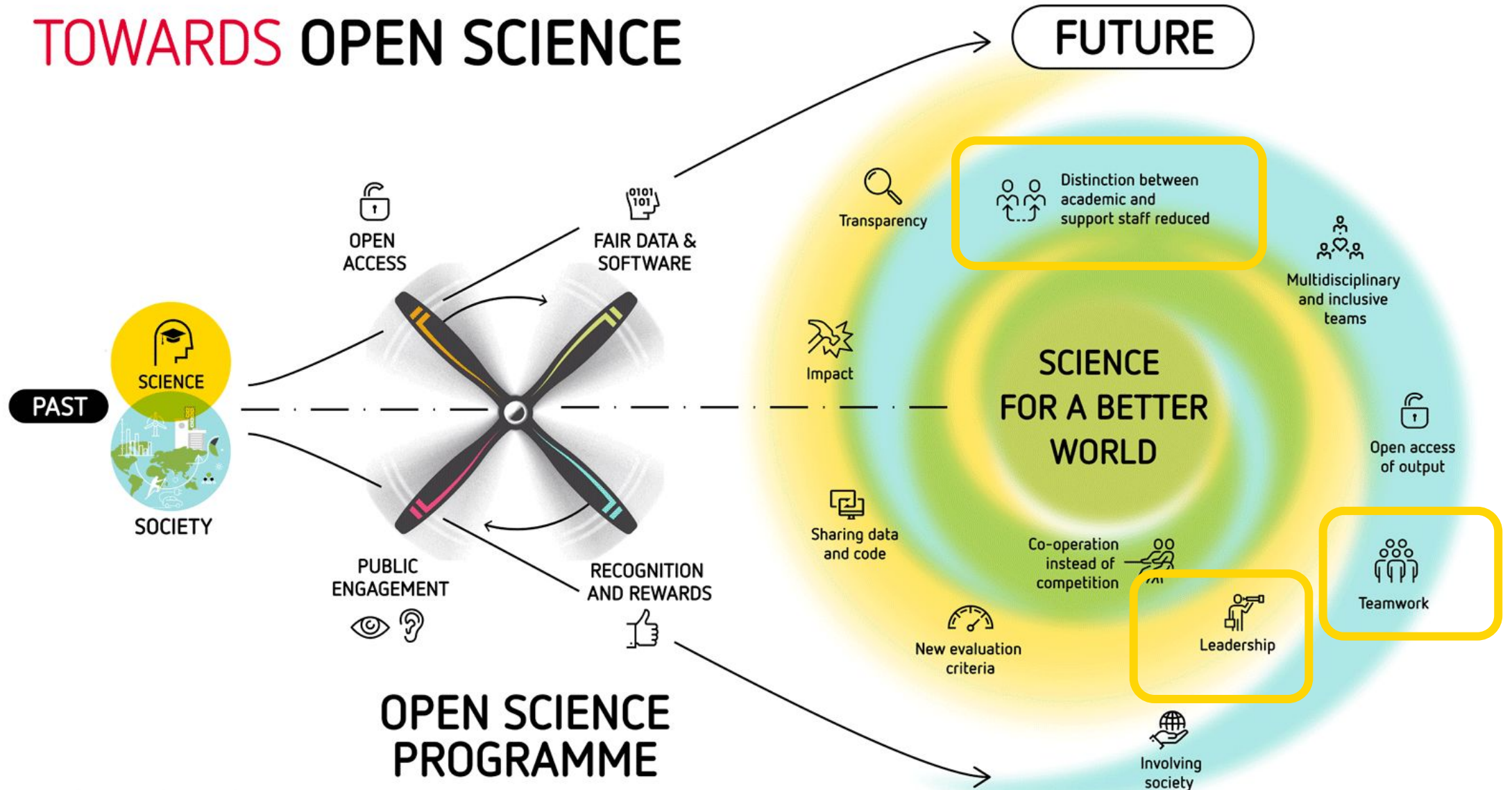
TRIPLE MODEL



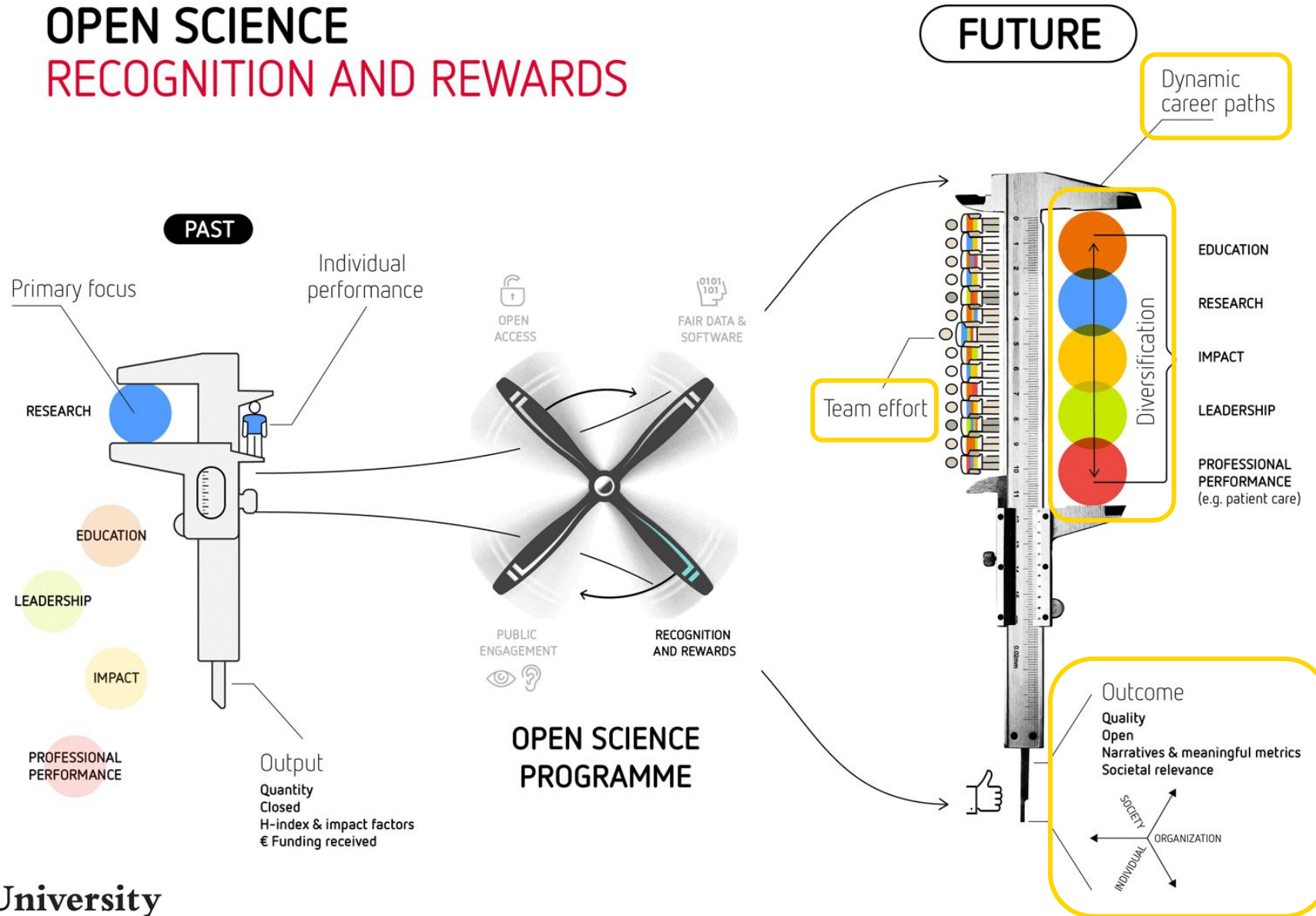
Utrecht University

No more *one-trick-ponies*... but
also no *jack-of-all-trades*!

TOWARDS OPEN SCIENCE



OPEN SCIENCE RECOGNITION AND REWARDS



Leadership

Good leadership takes the collective as a starting point and has a positive effect on attitude and behaviour. It contributes to an open, transparent, inspiring, inclusive and safe environment.

Leadership and TRIPLE

Leadership is a requirement for our work in the domains of research, education and professional performance. It is crucial to its appreciation and impact. It is also a requirement for a well-functioning team.

The Conversation about Leadership

Three dimensions of leadership at UU

At UU, there are three dimensions of leadership, each with a number of relevant competencies:



Personal leadership

- Self-reflection
- Giving and taking trust and responsibility
- Recognizing employee diversity
- Communicating clearly

Organisational leadership

- (Interdisciplinary) cooperation
- Promoting a culture of improvement
- Stimulating development
- Result-oriented work

Strategic leadership

- Determine objectives of own section and link to UU objectives
- Realise UU strategic plan objectives
- Take responsibility for the bigger picture

The Conversation about Team Science

Team Goals



Start here



How should you design/set up your academic work to get the 'things' your stakeholders need?
What **structure** is needed?

What does each stakeholder need? To be able to reach your desired effect/impact
What are your **indicators** of success?

Which stakeholders have a 'stake' here, or will be influenced by your work (positively or negatively)

Expected outcomes on science and society ->
Why is your work important?
What is the intended **impact** of your work?



Utrecht University

Thank You!

Do you have Questions?

- **UU vision Recognition and Rewards (2021):**
 - <https://www.uu.nl/sites/default/files/UU-Recognition-and-Rewards-Vision.pdf>
- **Tough questions, honest answers:**
 - <https://www.uu.nl/en/research/open-science/faq/recognition-and-rewards>
- **Publications:**
 - <https://www.uu.nl/en/research/open-science/reports-articles-and-presentations>
- **CONTACT INFORMATION - UU Recognition and Rewards Team:**
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