Room for everyone’s talent

Towards a new balance in recognizing and rewarding academics
Vision

• Academic careers will become very diverse.

• Individual career development will be stimulated in cohesion with desired organizational development.

• More qualitative criteria will be used in assessment. This means that we will work with intersubjective assessment more often, in combination with responsible use of metrics.

• There is room for diversity at a faculty level within the institution-wide vision.
UG pathway

- Teaching careers
- Generic competences
- Leadership
- Assessment of research and impact
- Balance between team and individual
What are we already doing?

• **Teaching careers**
  Professional Learning Communities (overarching TAG, Education Festival), Professionalization: UTQ, STQ and Educational Leadership Programme

• **Leadership**
  Learning pathways, workshops and coaching
  Monitoring

• **Generic competences**
  Development assessments
  360º Feedback

• **Assessment of research and impact**
  RISE services, DORA signed, revised tenure track, Talent Development Programme

• **Team and individual balance**
  Interdisciplinary research teams
Teaching careers

**UG pathway**

- To achieve more diversity, we will consult faculties on the recognition and rewarding of teaching within the academic career.

- The career framework developed by Dr Ruth Graham provides a format for discussing this subject.

- Pilots at FSE, the UMCG, FEB and other faculties will deliver joint input to carry out discussions within faculties, together with the framework.

- The ‘right’ career path is the path in which the opportunities for and capacities of the academic
Generic competences

UG pathway

• A pilot at the GGW faculty will look at differentiating Results and Development interviews.
• A format for a competence-oriented development interview will be developed.
• Managers will be trained with the help of the competence instrument for Dutch universities and 360° feedback.
• Internal and external experts will contribute.
• Best practices and alternative interview models will be shared within the University.
Leadership

UG pathway

- Management staff will form a joint vision in dialogue with their staff members.
- Leadership competences and a development pathway in alignment with job profiles will be elaborated.
- Leadership development will take place at all levels, in both formal and informal roles.
Assessment of research and impact

UG pathway

- Consensus will be achieved on quality indicators in the areas of research and societal impact and their application.

- The effects of Open Science and interdisciplinary working will be explicitly included in the discussion.
Balance between team and individual

**UG pathway**

- Researchers are now mainly assessed on their individual performance and less on their team contributions.
- This will be changed by making team contributions and a diversity of team roles more visible and rewarding this.
- These contributions will be elaborated into appropriate criteria in career policy.
Stimulating Open Science

**UG pathway**

- Academics will be stimulated to share the results of academic research with society.

https://www.rug.nl/research/research-data-management/policy/openscience/
Celebrate differences

‘There is great diversity at a university and it is important that we recognize this in the various career paths. We have to celebrate those differences!’

Cisca Wijmenga, Rector Magnificus of the University of Groningen