



Leiden University
Medical Center

Recognition and Rewards *lessons from a Dutch reform movement*

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osf.io/yjkrn/



Recognition and rewards - room for everyone's talent

Stimulating academic leadership



Achieving balance between individuals and the collective



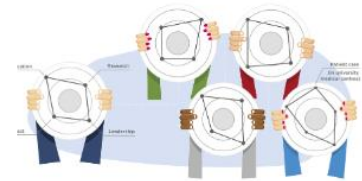
Focusing on quality



Stimulating open science



Diversifying and vitalising career paths



Modernising the system of recognition and rewards requires a culture change as well as national and international coordination between all parties involved. In the Dutch Recognition & Rewards programme we work in cooperation with all universities, university medical centers, reputable research institutes and research funders. We work on: Room for everyone's talent.

Recognition and Rewards

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.

“It’s going to be quite challenging to apply,” Boselie says.(...) “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.(...)”

Doing away with standard metrics could be a risky move for the university and its faculty and staff members. As long as other universities continue to rely on impact factors and other productivity metrics for hiring and promotion, researchers (...) might be at a competitive disadvantage.”

Former Leadership Netherlands Academy for Sciences

Hans Clevers: new Recognition & Reward system will have "disastrous" consequences



"You have to be able to judge researchers on the discoveries they make". Photos: Hubrecht Institute / Thijs Roomans

It will not be possible to maintain the scientific performance of the Netherlands if scientists's output is no longer measured, declares Professor Hans Clever, stem cell researcher and former director of the Royal Netherlands Academy of Arts and Sciences. Utrecht University is at the vanguard of a movement to introduce a new way to recognise and reward scientific work, but Clevers thinks the new system will make it impossible to distinguish the true aces. "It has become a raffle."

Dutch Minister of Education fully supports new Recognition & Rewards system



Having a broader conception of "recognition and rewards" is only going to enrich the scientific world, declared the new Minister of Education, Robbert Dijkgraaf, during a major online conference on this topic held last Friday, February 4.

An "R&R" snapshot of websites Dutch universities

News

Listen more to young scientists: "They are the future" >
Young scientists advising our Executive Board. That is the Young Erasmus Academy (YEA). YEA Chair Daphne van de Bongardt tells more about it.

"I want there to be room at the university for more types of people, not just the sheep with the five legs" >
Annelien Bredenoord has been the university's rector magnificus for a hundred days now. Erasmus Magazine and newspaper AD interviewed her.

"When it comes to workload and job satisfaction, the new scientific profiles are a very important development" >
Dr. Marika Polak about her experiences with Recognition & Rewards and working in the new ESS management profile.

Erasmus University Rotterdam



Free University Amsterdam

Universiteit Leiden

Search for subject or person All categories [x] [y] [z]

hollands English

Home > Over ons > Academie in Motion

Academia in Motion

Would you like Leiden University to be a more open workplace that recognizes and rewards all contributions, and an institution that creates and shares knowledge more freely with society?

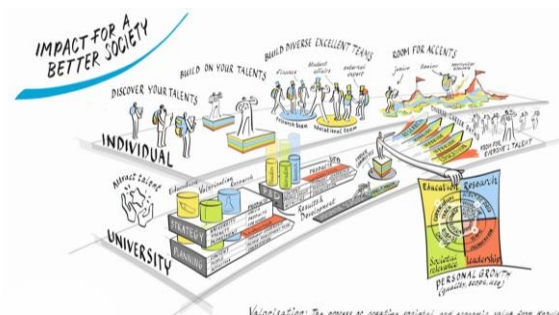
The Academia in Motion (AIM) programme aims to make this vision a reality. AIM stands for a better balance between education and research. It's also about finding new ways of recognizing and rewarding our employees, and about putting open science, collaboration, well-being and leadership at the heart of our work.

Innovative and inclusive
Our ambitions reflect our desire to create a more innovative and inclusive

News

- 16 March 2013 Important findings in plain language: the extremely interesting research by talk
- 11 October 2013 Entire examining committee can wear academic dress at PhD ceremonies
- 14 October 2013 Finding progress: There is no room for cut
- 07 November 2013

Leiden University



Technical University Delft

<https://bitly.cx/THVH>

<https://bitly.cx/28cN>

<https://bitly.cx/sIF7X>

<https://bitly.cx/KBnt>

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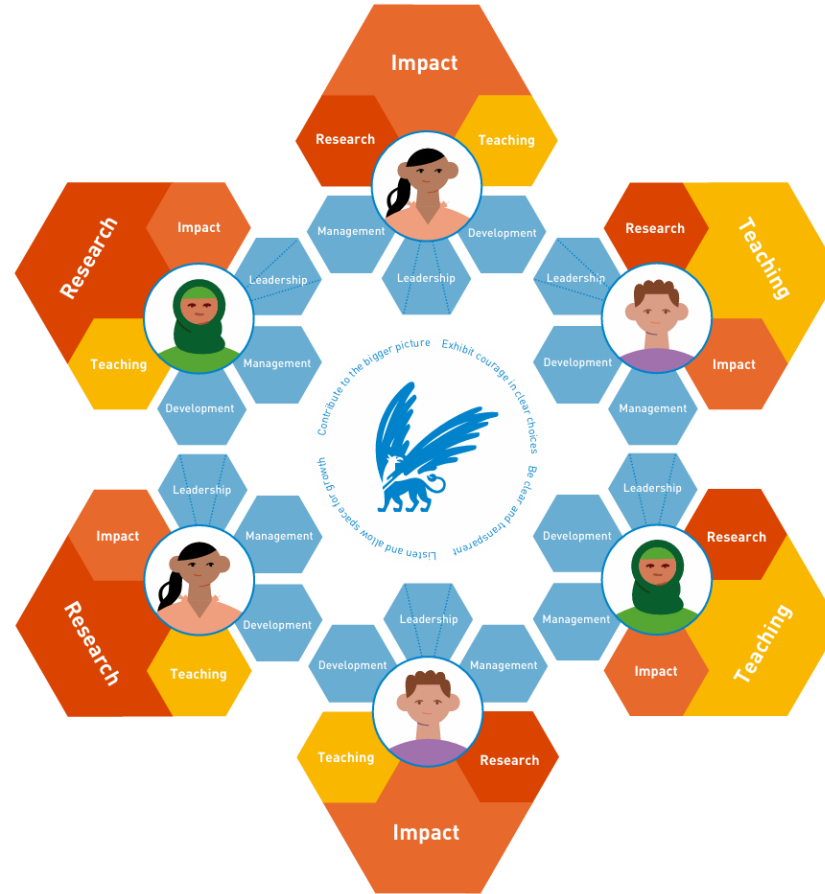


"When it comes to workload and job satisfaction, the new scientific profiles are a very important development" >

Dr. Marike Polak about her experiences with Recognition & Rewards and working in the new ESSB management profile.

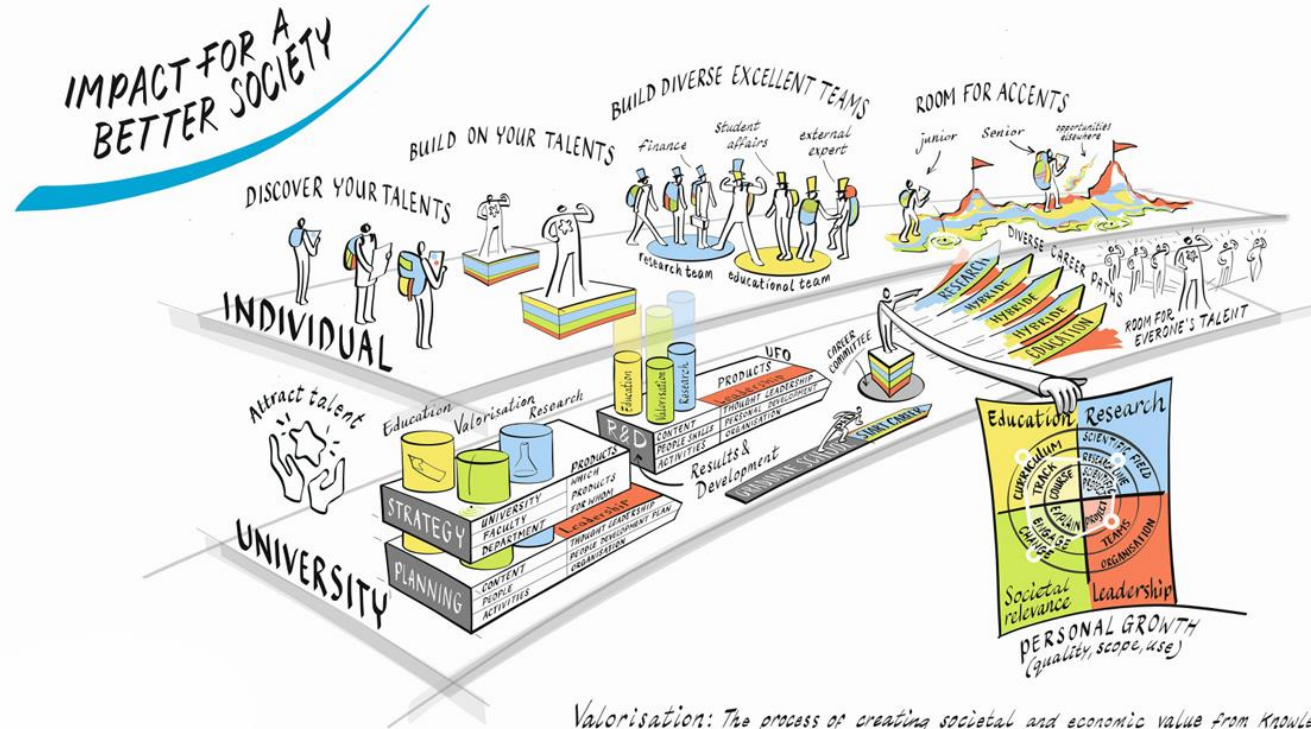
An "R&R" snapshot of websites Dutch universities

Free University Amsterdam



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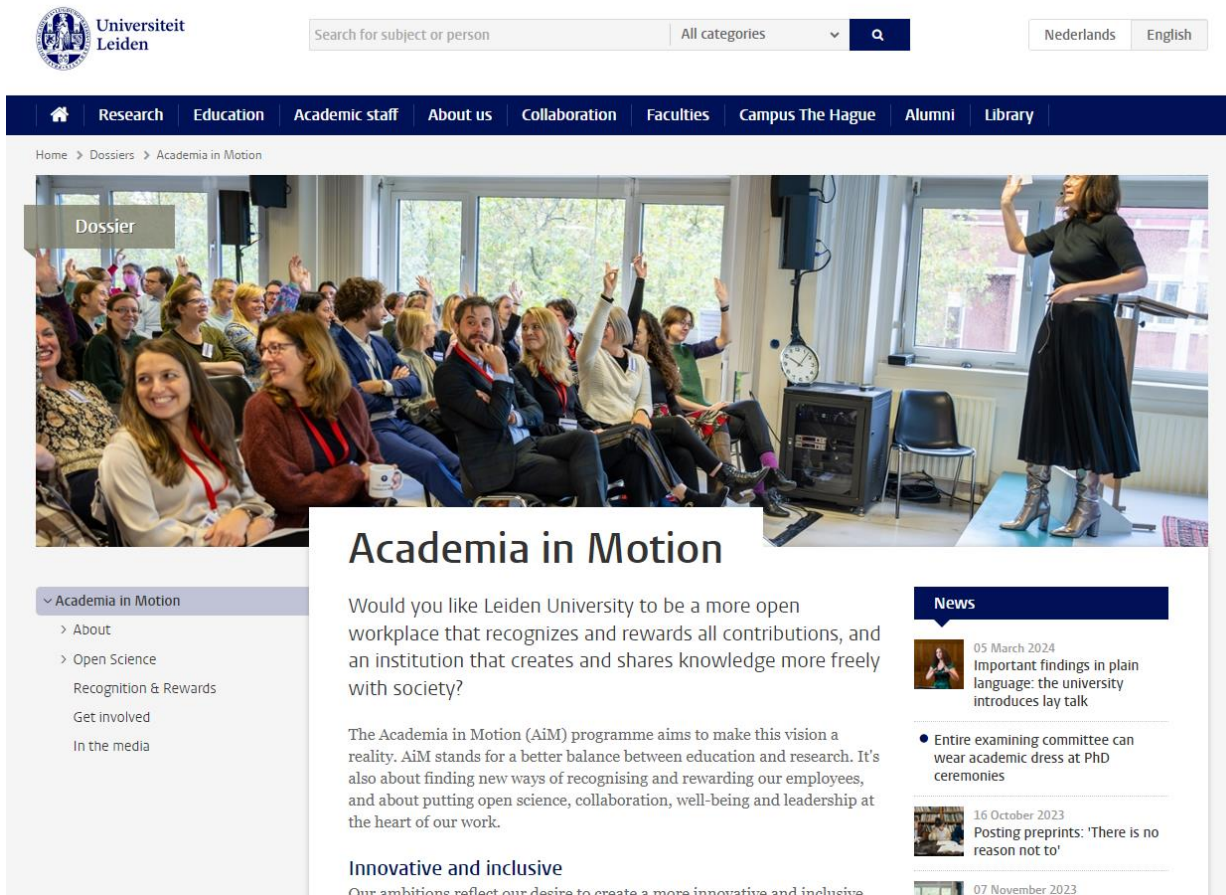
An "R&R" snapshot of websites Dutch universities



Valorisation: The process of creating societal and economic value from knowledge.

An "R&R" snapshot of websites Dutch universities

Leiden University



The screenshot shows the Leiden University website. At the top left is the university logo and name. A search bar is in the top center, and language options for 'Nederlands' and 'English' are on the top right. A dark blue navigation bar contains links for Home, Research, Education, Academic staff, About us, Collaboration, Faculties, Campus The Hague, Alumni, and Library. Below this is a breadcrumb trail: Home > Dossiers > Academia in Motion. The main content area features a large photo of a woman in academic dress presenting to an audience. A 'Dossier' label is overlaid on the top left of the photo. Below the photo is the title 'Academia in Motion' and a paragraph of text. To the right is a 'News' section with three items, each with a small image and a date. On the left side of the page, there is a sidebar menu with a dropdown arrow and the text 'Academia in Motion', followed by links for 'About', 'Open Science', 'Recognition & Rewards', 'Get involved', and 'In the media'.

Universiteit Leiden

Search for subject or person All categories Q

Nederlands English

Home > Dossiers > Academia in Motion

Dossier

Academia in Motion

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Innovative and inclusive

Our ambitions reflect our desire to create a more innovative and inclusive

News

- 05 March 2024 Important findings in plain language: the university introduces lay talk
- 16 October 2023 Posting preprints: 'There is no reason not to'
- 07 November 2023

Academia in Motion

- About
- Open Science
- Recognition & Rewards
- Get involved
- In the media

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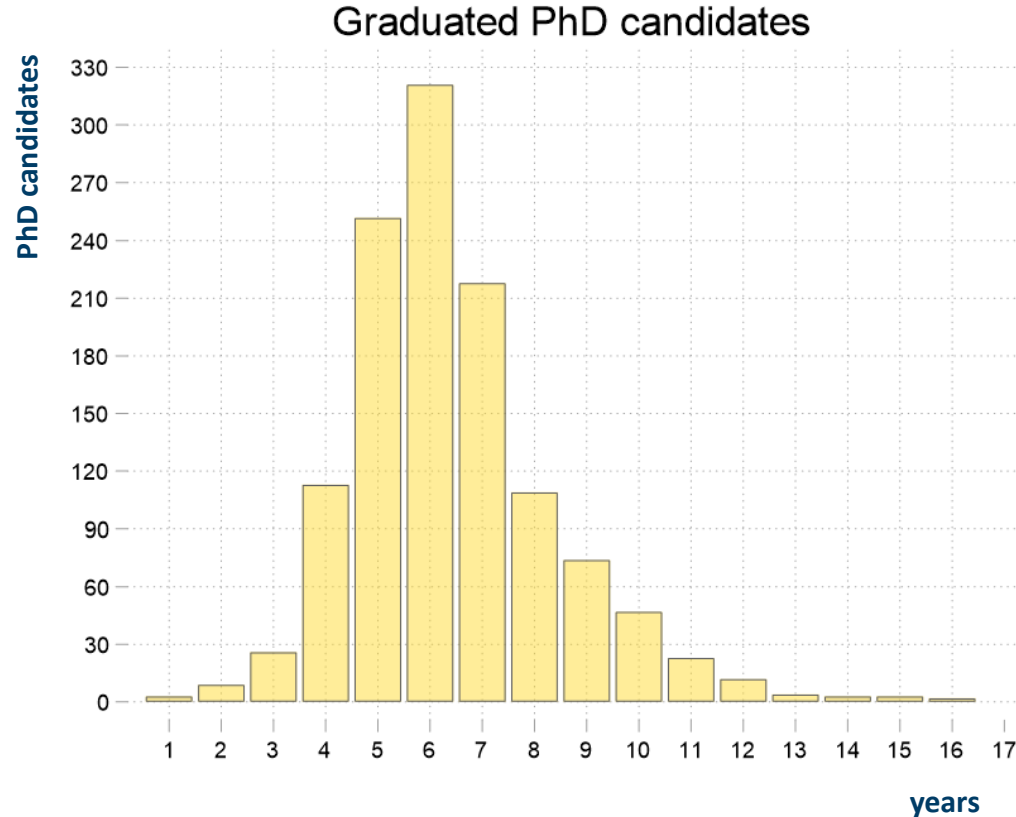
LUMC

- Teaching Hospital + Faculty of Medicine
- Decentralized organisation
- 4 division, 40 departments, 10 research themes, Informal PI system
- 220 full professors
- 700 assistant / associate professors
- 1700 PhD candidates, $\frac{1}{4}$ from outside NL
- 3000 publications per year - majority with PhD candidates in the lead

LUMC

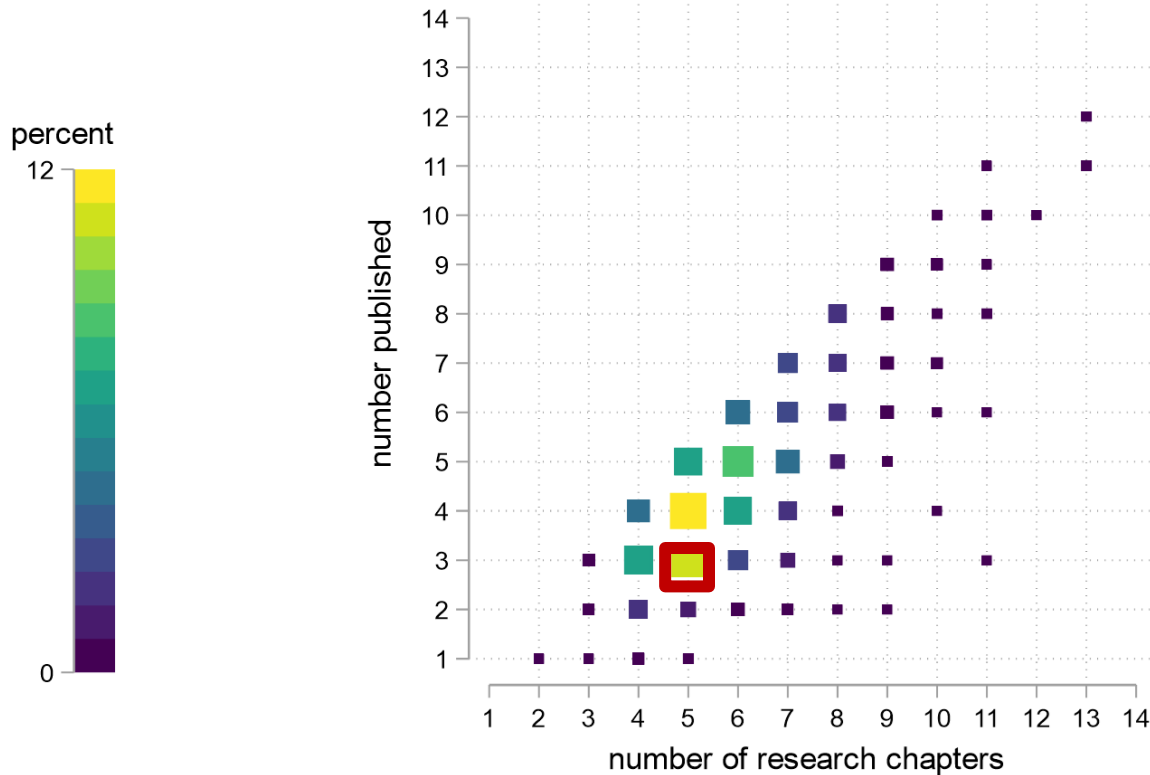
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- 1700 PhD candidates, $\frac{1}{4}$ from outside NL
- 3000 publications per year - majority with PhD candidates in the lead
- 1 Graduate School - used as a strategic cohort

PhD candidates experience difficulty with graduating on time



- Data from PhD candidates graduated so far
- Many reasons for long trajectories
 - PhD next to clinical duties/training
 - 6 months in formalities
 - Difficulty with wrapping up
 - “a paper” requires nowadays more work

“Thesis requirements are too high”



“Thesis requirements by the graduate school are too high”

- Data from ~1100 PhD theses
- Distribution around “3/5 articles published” rule of thumb
 - 18% are “below the rule of thumb.”
 - Mean and median = 6
 - >90% is “first author”
- Could these outliers to the top not get their PhD title earlier?

Recognition and rewards & thesis requirements

Stimulating academic leadership



Achieving balance between individuals and the collective



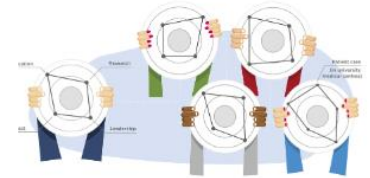
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Shift focus on the PhD trajectory instead of the thesis?

Or shift the focus of the thesis to reflect the PhD trajectory?

The thesis as a policy instrument

Thesis remains the focal point of each trajectory, but we revisit the ideas on what is (in) a thesis at our Graduate School

- Should we reduce number of chapters and increase quality?
- Should we squeeze in some open science?
- How do we reach and convince all groups?
- How do we prevent a thesis inflation?
- How do we incorporate “team science” for individual PhD theses?
- How do we allow for variations between medical subfields?
- Will we lose the esteem of a “Dutch PhD”?

The thesis as a window to the PhD trajectory

For this PhD thesis, the candidate worked for 4 years on their collection of 6 chapters. The introduction and discussion are solely written by the PhD candidate. Publication of these chapters is not planned. Chapter 2 was conceptualized by the supervisors and the search strategy was designed with help from the information specialist from the medical library. The whole approach was preregistered at Prospero. For chapter 3, sample measurements were executed by the PhD candidate alone, whilst statistical analyses were done jointly with a co-author. Chapter 4 is the result of an MSc internship, conceived and mainly supervised by the PhD candidate. The activities for chapter 5 were mostly carried by the PhD candidate. The target journal for Chapter 5 does not allow preprints. Chapter 6 is the result of an international collaboration, where the PhD candidate joint forces with a French PhD candidate to measure Dutch Samples in the French laboratory. The French PhD candidate wrote the first draft. Four chapters have been preprinted and 2 of those have been published.

The thesis as a window to the PhD trajectory

		overview of contributions																
chapter	keywords	Conceptualization	Data curation	Formal Analysis	Funding acquisition	Investigation	Methodology	Project administration	Resources	Software	Supervision	Validation	Visualization	Writing – original draft	Writing – review & editing	preregistered	preprinted	published
1	<i>introduction</i>	■											■	■				
2	<i>systematic review</i>	■	■	■		■	■	■					■	■	■	■	■	■
3	<i>case-control FXII</i>	■	■	■		■	■						■	■			■	■
4	<i>case-control FXI</i>	■	■	■		■	■	■	■		■	■	■	■	■		■	
5	<i>cohort FXI + FXII</i>	■	■	■	■	■	■	■					■	■	■			
6	<i>cohort FXIa</i>	■	■	■		■	■	■					■	■	■	■	■	

Break up fallow ground - preprint cake



medrxiv.org/content/medrxiv/early/2023/12/11/2023.12.11.23299052.full.pdf



medrxiv.org/content/10.1101/2024.02.09.24302604v1.full

biorxiv.org/content/biorxiv/early/2024/03/18/2024.03.18.585465.full.pdf



arxiv.org/abs/2309.09824

researchsquare.com/article/rs-3973397/v1



Take home message - academic leadership

Central, simultaneous, commitment and push is important to initiate a system changes

Big programs are the start, but “many small steps” needed to effectuate true change

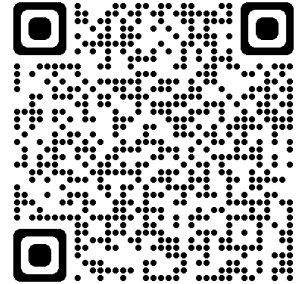
Buy-in of critical mass is needed, but not all for the same reasons



Leiden University
Medical Center

Please get in touch

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These slides: osf.io/2syfm/

All materials from the LUMC Graduate School: osf.io/cbj5x/



LUMC Graduate School - Supervision Action Plan

Original 6 initiatives

4 initiatives added after 3 months

Introduce Golden Rules



Rewrite Guidance Committee policy



Closed & Open Door sessions



(Re)define other roles



Onboard PhD candidates



Revisit training for Supervisors



Describe typical PhD thesis



Explore 360° evaluation supervision teams

Engage the PhD community



Introduce good research practices guide



Some deliverables achieved



All deliverables achieved

BE PROFESSIONAL

SUPERVISOR	PHD CANDIDATE
Be aware that all PhD candidates are different, with their own individual story, culture, competences and needs.	Be aware that all supervisors are unique human beings with their strengths and weaknesses.



BE COMMITTED

SUPERVISOR	PHD CANDIDATE
Be aware that doing a PhD is a lengthy process that requires long-term commitment from both sides.	Be aware that the PhD journey will be lengthy and not always easy, and that your initial motivation can be hard to maintain.




BE AVAILABLE

SUPERVISOR	PHD CANDIDATE
Be aware that your regular availability is key to the success of the project.	Be aware that the success of your project is a joint responsibility.



BE CONSISTENT AND CLEAR

SUPERVISOR	PHD CANDIDATE
Be aware that the (perception of) research progress should be addressed. It is crucial to be open about your expectations from each other.	Be aware that being honest about your progress and your expectations is key to the success of your project. Use wisdom and tact to address possible issues.



BE TIME AWARE

SUPERVISOR	PHD CANDIDATE
Be aware that realistic planning is essential for a PhD candidate.	Be aware that planning is one of the harder things to do in research and that the original plan is almost certainly going to change.




BE WILLING TO RECEIVE FEEDBACK

SUPERVISOR	PHD CANDIDATE
Be aware that for any professional relationship to work, feedback must be a two-way exchange.	Be aware that receiving feedback is very helpful for your progress.



BE WILLING TO GIVE FEEDBACK

SUPERVISOR	PHD CANDIDATE
Be aware that a PhD candidate needs regular feedback that must be professional, objective, constructive, and balanced.	Be aware that feedback on supervision can always be helpful.



BE AWARE OF STRESSORS

SUPERVISOR	PHD CANDIDATE
Be aware that as a supervisor you are a role model for the PhD candidate, and should set a good example in terms of stress management.	Be aware that your life involves more than your work.



BE FUTURE-ORIENTED

SUPERVISOR	PHD CANDIDATE
Be aware that a PhD candidate might need stimulation to think about a career after graduation.	Be aware that you need to think about your career after graduation.



PhD trajectory ≠ writing a PhD thesis



The road to a PhD

graduateschool@lumc.nl

