

Impact through Recognition & Rewards

EUR Framework

1 Erasmus University Rotterdam (EUR) aims to become an even more appealing and inspiring place to work for academics and it has the ambition to become an impact-driven institution that contributes demonstrably to the well-being of society.

9 The EUR framework on Recognition & Rewards is accompanied by a roadmap in which the implementation is represented at several levels of the organization. It involves multiple champions, is outlined in varying degrees of concreteness and periods in which steps are taken, and includes ample room for monitoring, reflection and further development.

8 We believe that leadership is an important and essential skill that all academics must develop to a certain degree. Good leadership is necessary to the maintenance of an inclusive, healthy and safe work environment and for creating positive social impact. To this end, we encourage the development of leadership skills for all academics, from PhDs to full professors. In addition, we believe that certain management roles and membership of committees should be open to early-career, mid-career and senior academic staff if it suits the person's talents and ambitions, rather than to senior academics only.

10 We acknowledge the complexity of the cultural changes associated with Recognition & Rewards and the challenges that we need to overcome. Development and implementation of this cultural change is a joint effort that must be fueled by good and open conversations, sharing of good practices and challenges, and by helping each other out.



How do the steps taken at EUR align with those taken at other universities?

How do we prevent gendered and unequal career paths and talent management and potential variance in rewards/payment between key areas of activity?

How do we create a balanced working environment?

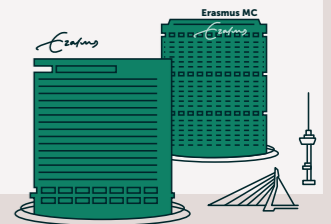
How do we achieve a good balance between qualitative and quantitative indicators?

How will this cultural change influence the allocation of financial resources?

2 To achieve our ambitions we need to revise the current system for recognizing and rewarding academics to ensure high standards of education, promote research excellence, increase our impact on society, encourage inclusive leadership and ensure the delivery of excellent patient care now and in the future.



3 The EUR Framework on Recognition outlines the guiding principles for further development and implementation of the Recognition & Rewards initiative at several levels within the University. It should not serve as a blueprint, but rather as a guide with ample room for development and implementation of a tailor-made approach.



4 The formulation of prerequisites is required for the support and advancement of the cultural change associated with Recognition & Rewards. EUR puts emphasis on:

- Redefining 'Rewards' The concept 'Rewards' includes multiple ways of demonstrating appreciation for, and the value of, academics, and from a much broader perspective.
- Quality and Growth We encourage the use of a qualitative story/narrative that is supported by quantitative indicators in evaluations and promotion, recruitment and selection procedures.
- Erasmian Values We believe the Erasmian values can stimulate the cultural change required for the success of the Recognition & Rewards initiative and will incorporate these values in the development and implementation of this project.



5 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 Positive Social Impact
Promoting leadership in academia
Differentiating career paths & team science

7 We recognize and value academics for having differing areas of expertise, competencies and skills, and stress that academic staff do not have to excel in all key areas (research, education, impact, leadership and patient care) of activity at any given time. Also, we believe that the evolution in career path possibilities and perspectives needs to be accompanied by assessing the talents of the individual researcher and by a balanced appraisal of the specific contribution of the individual in the context of a team.



6 Creating social impact and practicing open science should be at the basis of all endeavours at EUR. Social impact informs all our research and teaching. Sometimes to a very large extent, whereby core activities facilitate behavioural changes in society, but often more modestly by providing information (e.g. experimental research findings) to the next link in the knowledge chain.



Erasmus University Rotterdam

