



# *Career pathways & systems of rewarding teaching*

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## *A Utrecht University perspective*

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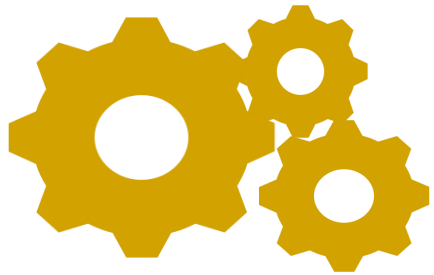
Vice-rector for Teaching and Learning, Utrecht University

Academic Director Centre for Academic Teaching, Utrecht University

Professor in Education, University Medical Center Utrecht

# KEY messages

- Reward system (metrics) only 1 element → system



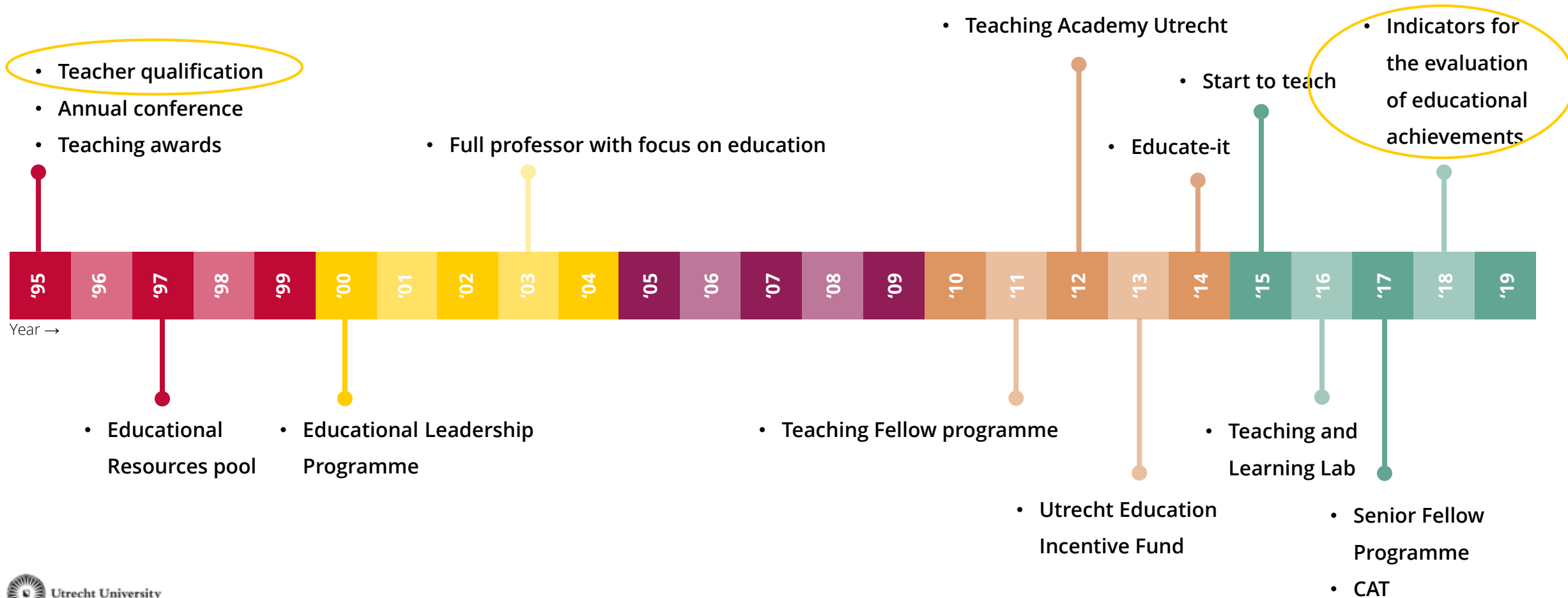
- Context (support, financial means, policy)
- Competency (a.o. leadership, scholarship)
- Culture (organization, community)

- Iterative spiral development



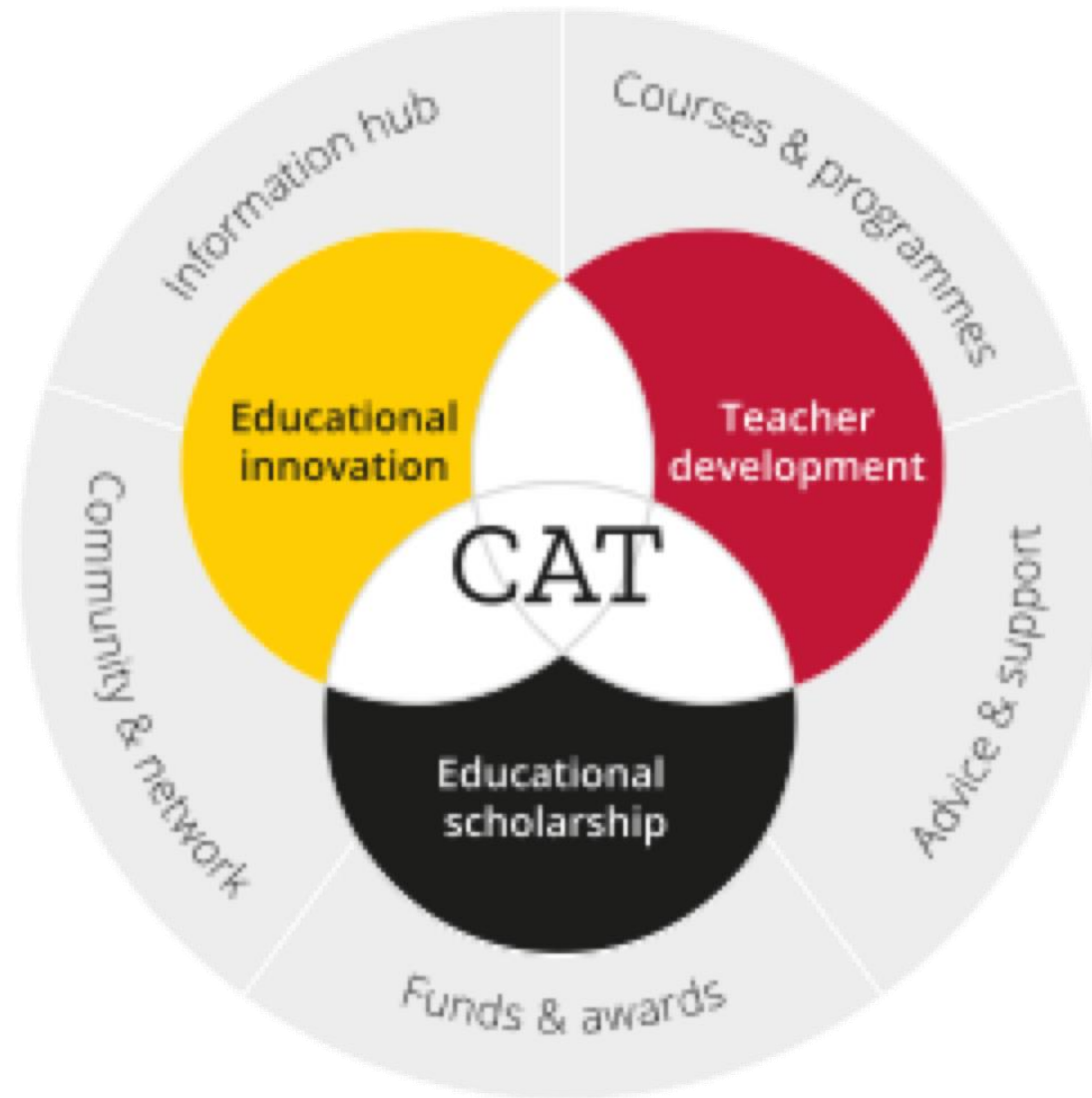
- Enact change (doing, involving)

# Long history of investments in teaching & learning

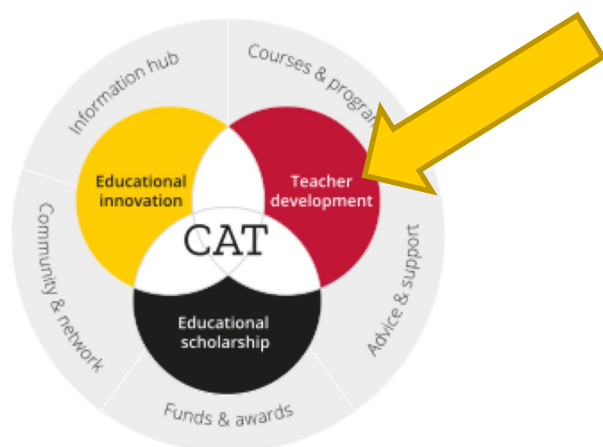


# Utrecht University – Centre for Academic Teaching

*Inspire &  
empower  
academic  
teachers*



# Teacher development



## Courses & Programmes for teacher development

### CONTINUOUS DEVELOPMENT

#### Short Courses & Trainings

Educational Consultancy & Professional Development

Educational design

Teaching delivery

Feedback & assessment

Evaluating teaching

Coaching & mentoring

#### Online courses & workshops on blended learning

Educate-it

Engaging education

Video

(Peer) feedback

Skills & Collaboration

Assessment

#### Personal development

Development Guide  
Human Resources

Professional skills

Leadership & management

Personal development

#### Community

Teachers community TAUU

#### Experiment space

Teaching & Learning Lab

#### Faculty offer

workshops, events and trainings organised within your faculty

#### Educational advice

personal consultation on educational development

#### Trending offer

English language proficiency

Intercultural awareness

### CAREER-ORIENTED DEVELOPMENT

Based on The Career Framework for University Teaching (teachingframework.com, Dr. R. Graham)

#### Effective teacher

#### Skilled and collegial teacher

#### Institutional leader in teaching & learning and/or Scholarly teacher

#### National and global leader in teaching & learning

Start to teach

University Teaching Qualification Programme (BKO\*)



Introduction meeting

Portfolio track

Writing retreat

From BKO to SKO\*\*



Educational Leadership Programme

Senior Fellow Programme

Honours Teaching Programme

Masterclass Pedagogy in Education for Professionals (Life Long Learning)

Roadmap for Educational Innovation and Scholarship training (planned Sept. 2019)

Scholarship of teaching & learning course (planned End 2019)

Educational Research Training Programme (planned End 2019)

Educational Management Programme

\* BKO: University Teaching Qualification \*\* SKO: Senior Teaching Qualification



Utrecht University

## Educational Leadership Programme (18 months)

aim

- foster educational leadership

learning goals

- mix pedagogical & (informal) leadership training

format

- 8 two-day meetings
- Innovation project
- 1 week study tour abroad
- Final day with rector
- Mentoring by programme cie

community

- Yearly alumni diner



## Professional development

### Professional development

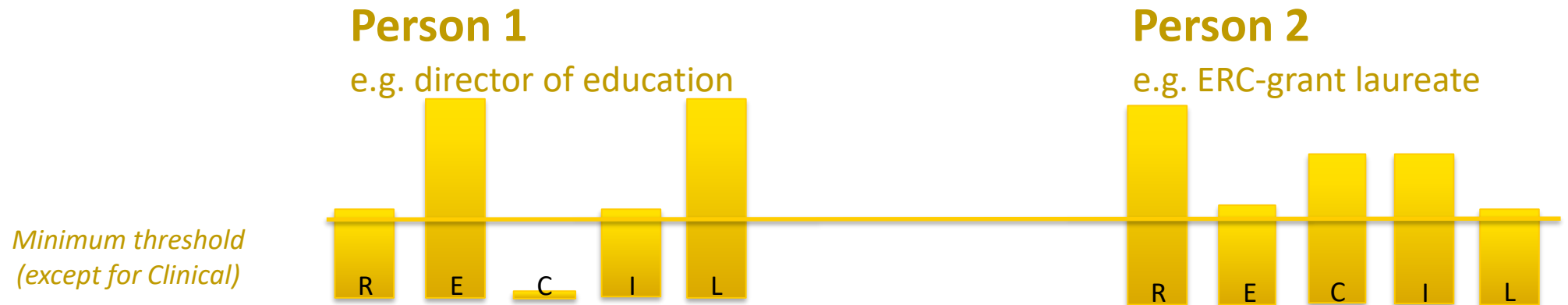
Professional development Development Guide Career Resources	Community Teachers community TAUU	Educational advice personal consultation on educational development
Professional skills Project & management Personal development	Experiment space Teaching & Learning Lab	Trending offer English language proficiency Intercultural awareness
	Faculty offer workshops, events and trainings organised within your faculty	

University Teaching (teachingframework.com, Dr. R. Graham)

Institutional leader in teaching & learning and/or Scholarly teacher	National and global leader in teaching & learning
Educational Leadership Programme	Senior Fellow Programme
Honours Teaching Programme	
Pedagogy in Education for Professionals (Life Long Learning)	
Educational Research Training Programme (planned End 2019)	
Educational Management Programme	

# Some early developments in UU reward system(s)

UMC Utrecht:                      Since 2013: Science in Transition > Open Science...  
**5 chapter portfolio**



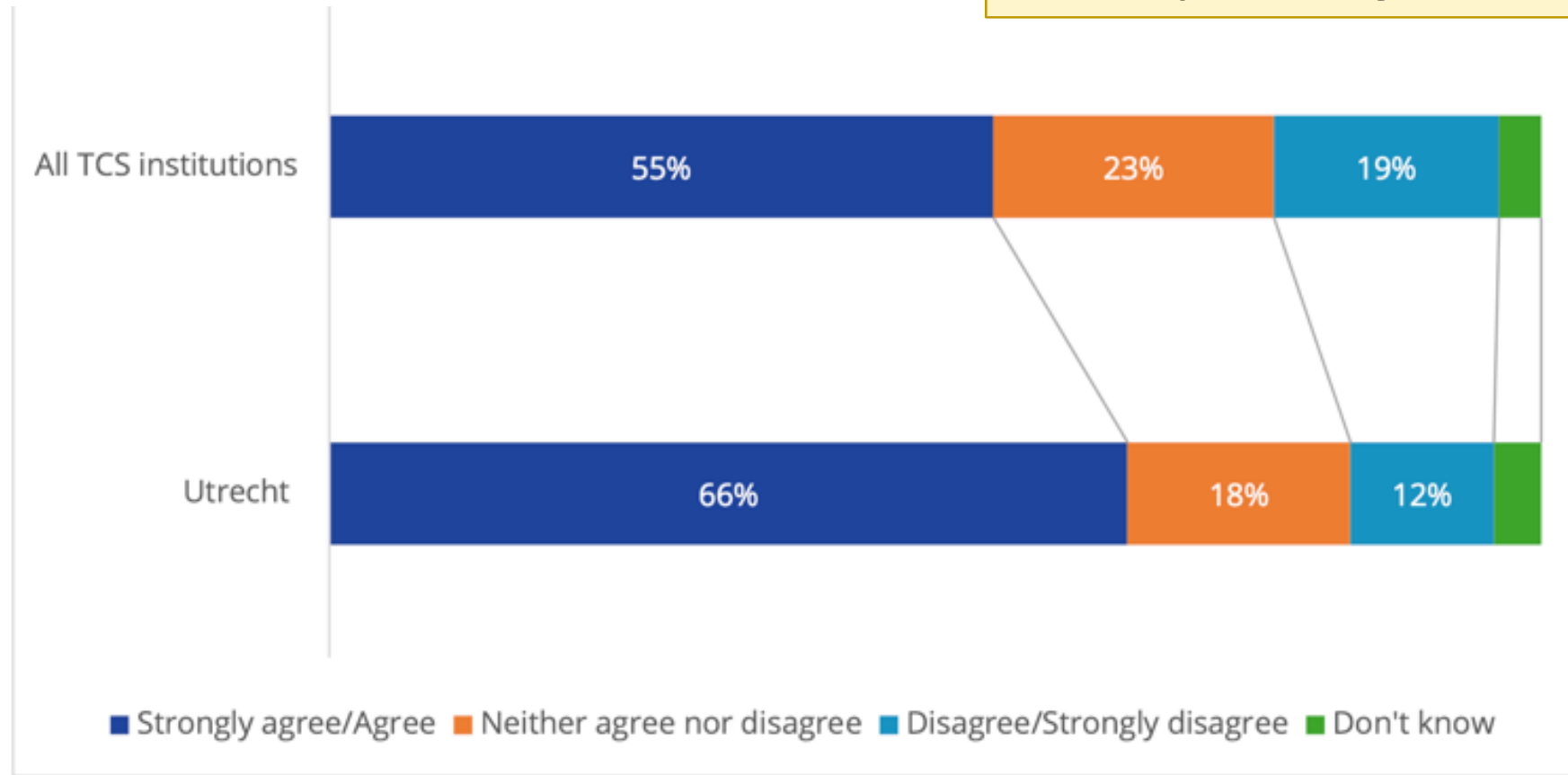
Utrecht University:  
(faculties LEOS, GEO)

**M**anagement  
**E**ducation  
**R**esearch  
**I**mpact  
**T**eamwork

# Successful...? International Teaching Cultures Survey 2019

International comparison 21 universiteiten  
15.597 respondents of whom 1.203 UU

*"UU supportive environment for university teaching"*



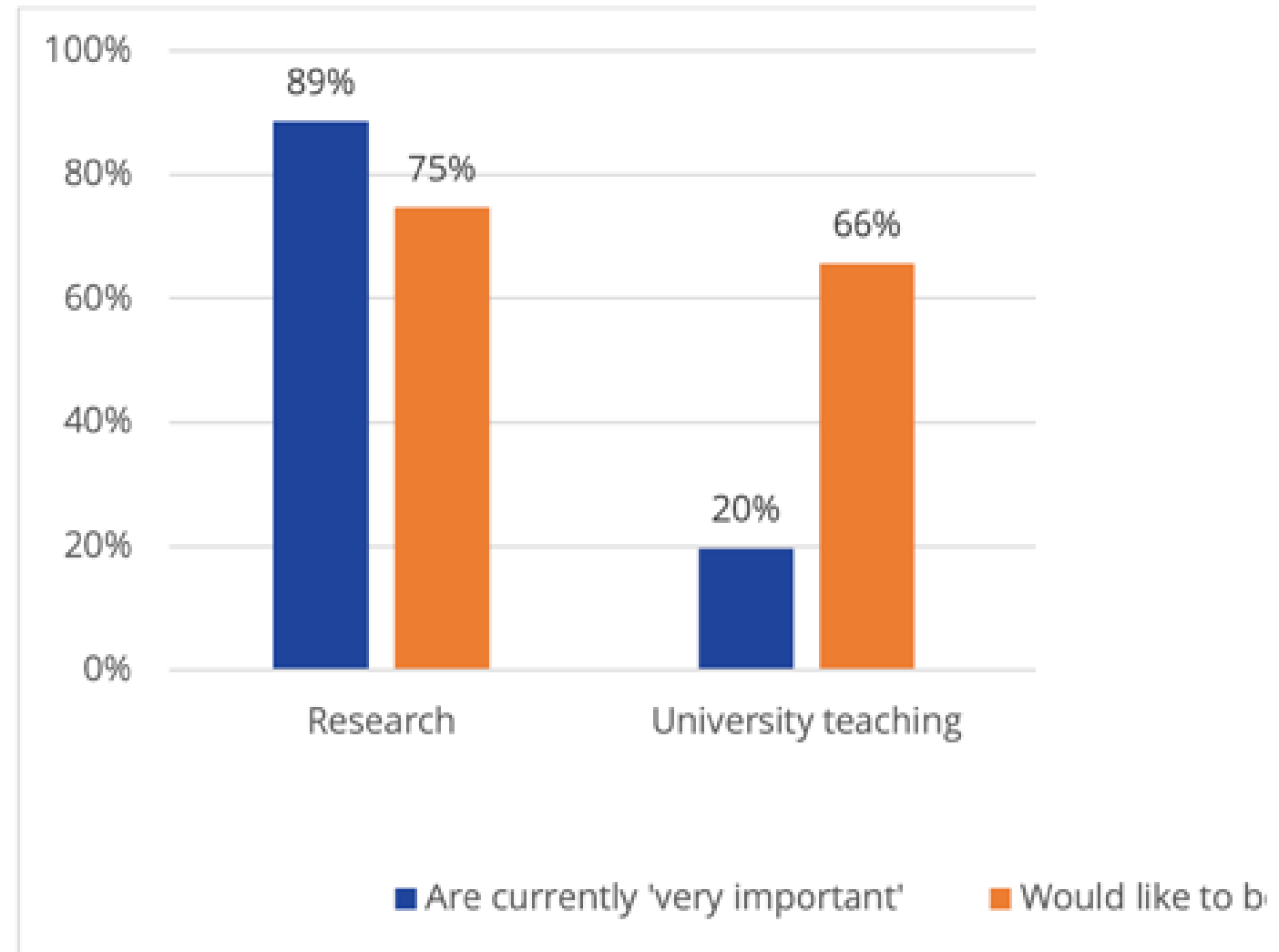
**FIGURE 4** Percentage agreeing/disagreeing with the statement *"My university provides a supportive learning environment with opportunities to develop and improve my teaching practice"* for participants from (i) all TCS 2019 institutions; and (ii)



# Successful...? International Teaching Cultures Survey 2019

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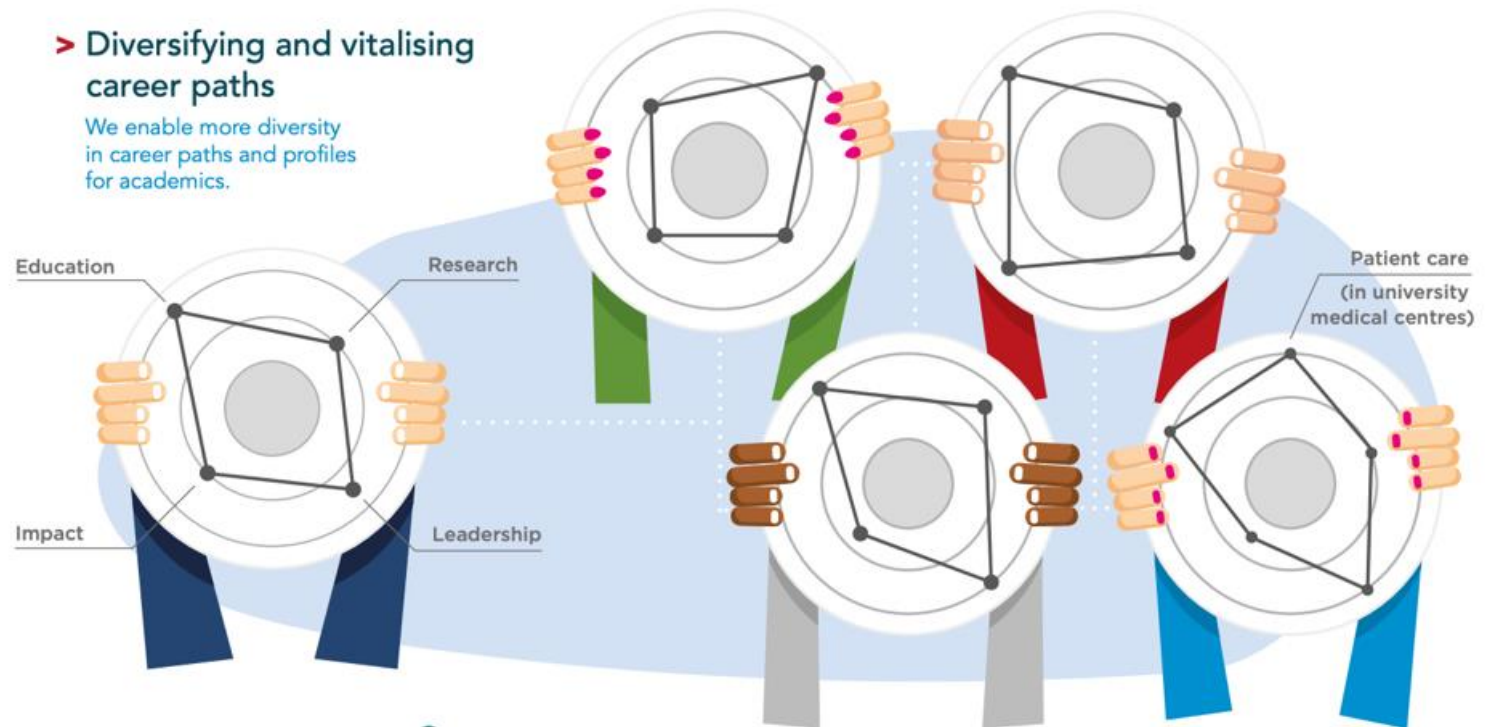
**HOWEVER:**  
*"Disbalance in teaching versus  
research in academic career"*



# Momentum in NL for next steps: ‘Reward and Recognition’

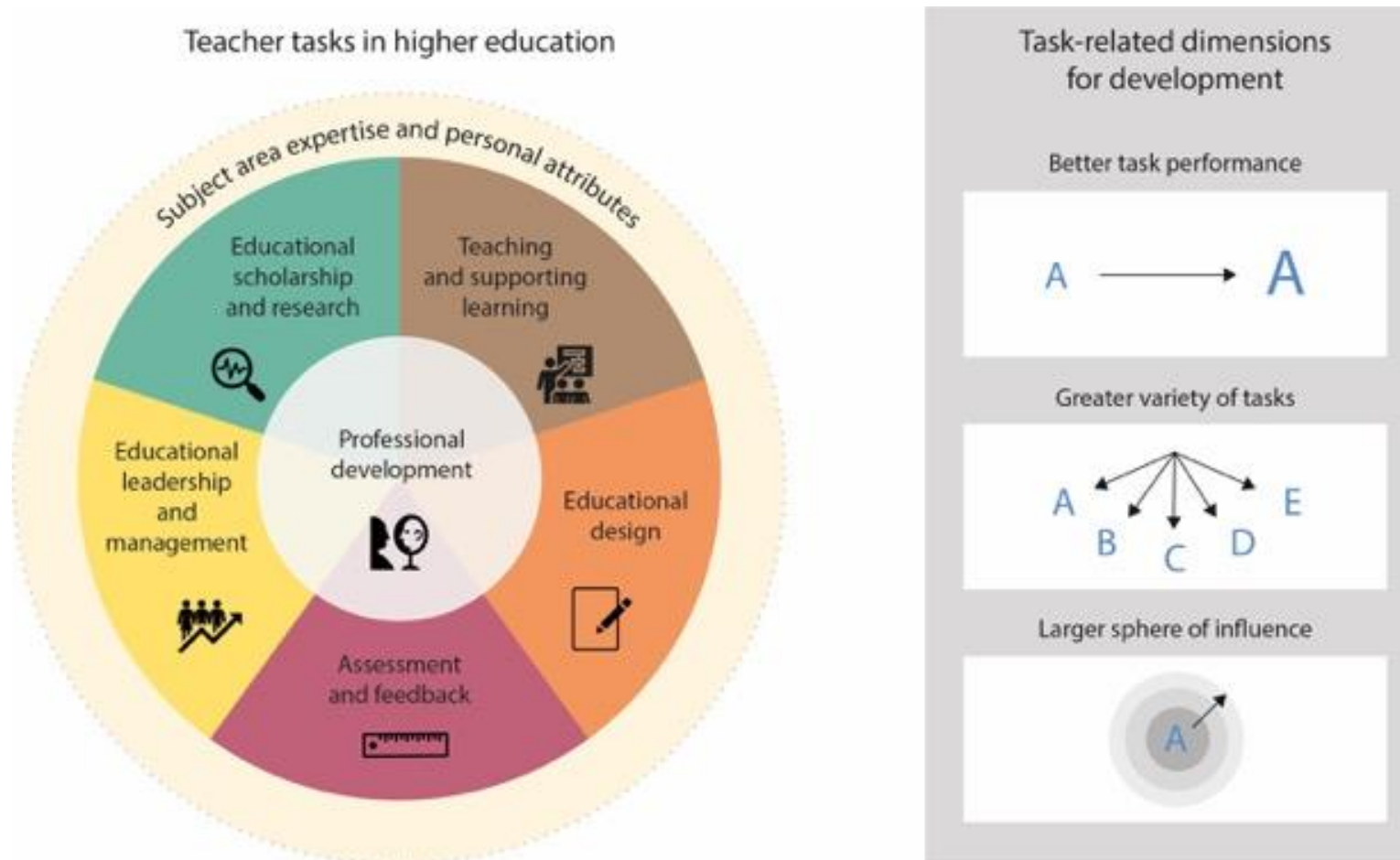
Position paper ‘Room for everyone’s talent’  
nov’19, VSNU/EUA conference

- *Diverse & dynamic career paths*
- *Value teamwork*
- *Focus on quality*
- *Open science*
- *Leadership.*



# Challenge 1 in reward of education: WHAT to assess

## UNiversity Teacher Expertise (UNITE): 6 task domains

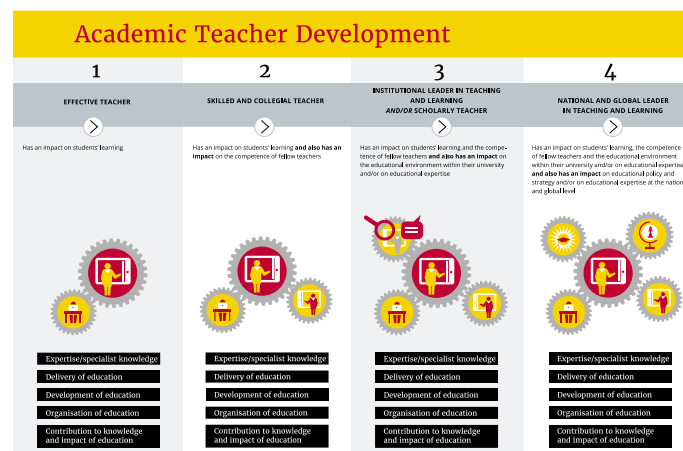
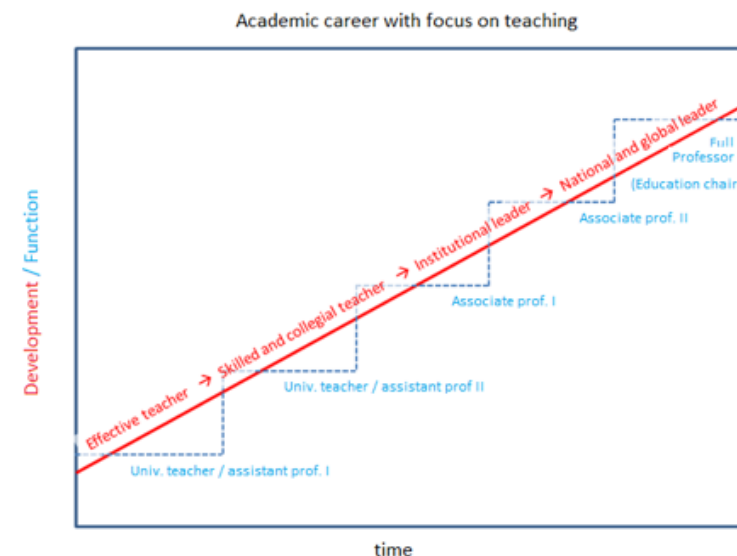


# Challenge 2 in reward of education: HOW to assess?

## Teacher development narrative

Supported by indicators:

- Products / productivity
- Roles
- Evidence of recognition

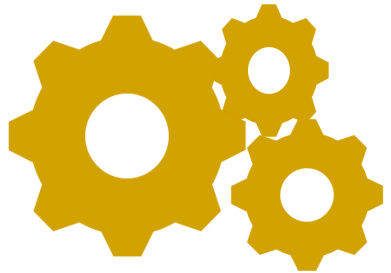


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Discussion poster  
(praatplaat)  
→ CULTURE CHANGE



# KEY messages



- Reward system (metrics) only one element in larger system and culture change



- Iterative spiral development

