



UMC Utrecht

Aligning performance appraisal and institutional mission

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Dutch context



University medical center = academic hospital + medical faculty

Triple mission of healthcare, research & education in a single governance

Hospital-derived managerial approach dominates

Scientific quality should be quantifiable, measureable, comparable > bibliometric indicators are perceived as 'objective'

There are eight university medical centers in The Netherlands
Each has around ~10,000 employees and ~1 billion euro budget
Collectively they published ~67,000 scientific papers 2015-2018

Evaluation shapes research: 'streetlight effect' of bibliometric indicators

Gezondheidsraad

Onderzoek waarvan je beter wordt

Report by Dutch Health Council
'Research that makes you better'

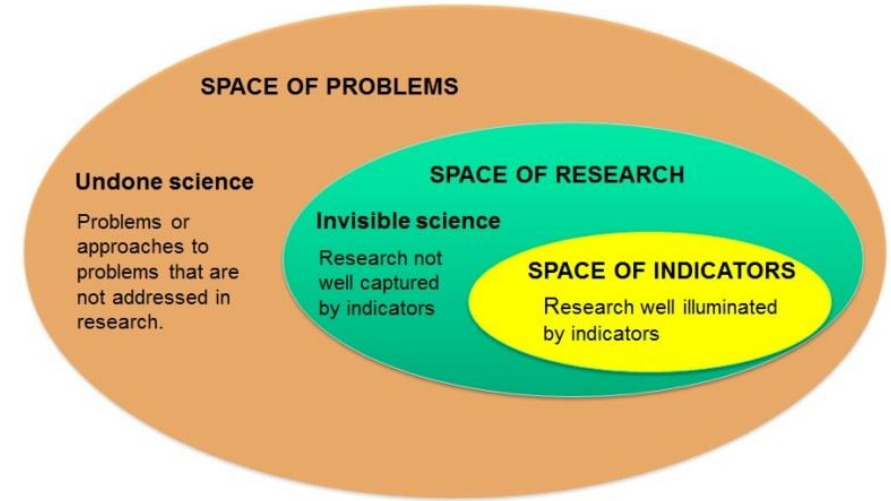
Research by university medical centres can contribute more to the **quality and affordability of care and prevention**. [...] to formulate **research questions which are relevant to practice**.

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UMC Utrecht approach to research evaluation: de-emphasizing bibliometric indicators, stressing societal impact

2013, 2019: Institutional research evaluation with narratives about societal impact and with stakeholder involvement

2016 onwards: Qualification portfolio for (associate) professors including teaching, valorization, societal impact, leadership

2021: PhD guideline asking for minimum of three 'publishable' chapters

Under construction: different career profiles for researchers

nature International weekly journal of science

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Fewer numbers, better science

Scientific quality is hard to define, and numbers are easy to look at. But bibliometrics are warping science — encouraging quantity over quality. Leaders at two research institutions describe how they do things differently.

REDEFINE EXCELLENCE
Fix incentives to fix science

Rinze Benedictus and Frank Miedema

An obsession with metrics pervades science. Our institution, the University Medical Center Utrecht in the Netherlands, is not exempt. On our website, we proudly declare that we

publish about 2,500 peer-reviewed scientific publications per year, with higher than average citation rates. A few years ago, an evaluation committee spent hours discussing which of several faculty members to promote, only to settle on the two who had already been awarded particularly prestigious grants. Meanwhile, faculty members who spent time crafting policy advice had a hard time explaining how this added to their scientific output, even when it affected clinical decisions across the country. Publications that directly influenced patient care were weighted no higher in evaluations than any other paper, and ►

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Change requires much debate and dialogue





TOWARDS OPEN SCIENCE

