The Talent Development Plan at the University of Groningen

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Facts & Figures University of Groningen

31,000 students  
Income: 662 M€  
2,500 fte Scientific staff
1,990 fte Support staff

Founded: 1614

Shanghai Ranking #66

Classical, broad university with Academic Hospital.

Strong regional position
## ERC Facts and Figures

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<tr>
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<th>FP7</th>
<th>H2020</th>
<th>TOTAL</th>
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<tbody>
<tr>
<td>EU</td>
<td>4,556</td>
<td>4,497</td>
<td>9,053</td>
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<tr>
<td>NL</td>
<td>388</td>
<td>434</td>
<td>822</td>
</tr>
<tr>
<td>UG</td>
<td>39</td>
<td>33</td>
<td>72</td>
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Talent Development 0.0  Once upon a time…. (2007)

service at the request of the researcher

Photo: Daniel Robert B.
Centralised support for

Interview training (developed for national schemes)

Writing courses

Build up knowledge

But... we were too late!
Talent Development 1.0

Central coordination of support and monitoring processes

Programme for 3 years

Ongoing re-assessment of where we want talent development to go in the next period
Talent Development 1.0

Executive Board

Office

Dean 1
Faculty

Dean 2
Faculty

... (omitted)

... (omitted)

Dean 11
Faculty

Dean of TD

3 Other Deans
Talent Development 1.0 → 2.0

Prof.dr. Ritsert C. Jansen
Dean of Talent Development
Talent Development 2.0

The skewer concept

Coordination of knowledge and expertise

Tailor made support
Talent Development 2.0

Time to extend:

• Focus - nominations

• Involvement - faculties

• Target groups - from PhD students to senior staff
Talent Development 2.0 – final stage

Where does Talent Development stand right now?

Tested and established workshops and support
Talent Development 2.0

Core TD team

- network organisation
- contribution from different departments
Talent development 3.0: faculties in the lead

Faculty dean = talent manager + Researcher support close to researcher → Faculty strategies for talent development
Talent development 3.0: faculties in the lead

Faculty dean = talent manager

Researcher support close to researcher

Faculty strategies for talent development
Talent development 3.0: role for central talent development team

Innovate

Support

Coordinate

Evaluate

Faculty strategies for talent development
Challenges

Implementation – content

- Talent as research talent only
- Link with recruitment
Challenges

Implementation – people

- Competing priorities at faculty level
- Insufficient support staff capacity
Challenges

Fundamental dilemmas

- For all researchers vs. the chosen few
- Individuals vs. teams
Challenges

Fundamental dilemmas contd

- Concrete results vs. culture change
Who is involved?

Thank you!