



CaRe Day May 17, 2018



Programme

Theme: How to create a successful research program?

- 10.30–10.45 Opening by prof. Onno van Schayck, Scientific Director CaRe
- 10.45 – 11.45 *How to build a successful research group?*
Prof. Maroeska Rovers (Radboud University Medical Center) & dr. Jochen Cals (Maastricht University)
- 11.45 – 12.30 *Tension between ambition and scientific integrity*
Prof. Bart Kiemeneij (Radboud University Medical Center)
- 12.30 – 13.00 *A HRM perspective on academic life after a PhD trajectory*
Anja Schumann (Radboud University Medical Center)
- 13.00 – 14.00 *lunch*



Programme

- 14.00 - 14.45 *How to cope with stress or pressure as researcher*
Paula Meesters, Psychologist, Graduate School Delft University of Technology
- 14.45 – 15.30 *Balance between a normal life and academic success*
Prof. Stan Gielen, President NWO, The Netherlands Organisation for Scientific Research
- 15.30 -15.45 Presentation of Top 3 Care Award 2018 Candidates by prof. André Knottnerus, chair CaRe Research School.
- 15.45-16.00 Presentation of Winner CaRe Award 2018
- 16.00 *Drinks*



Netherlands School of Public
Health and Care Research



How to build a successful research group?

Prof. Maroeska Rovers
Radboud University Medical Center

dr. Jochen Cals
Maastricht University

How to build a successful research group?

Maroeska Rovers & Jochen Cals

Content

- Who is the audience and what do you expect from this talk? with the mentimeter
- Two short presentations
 - Maroeska
 - Jochen
- "College tour" → You can ask questions

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Question 1

- What is your current function?
 - PhD student
 - Post-doc / assistant professor
 - Associate professor
 - Full professor

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Question 2

- Do you have or are you aiming for your own (successful) research group?
 - Yes, I am already leading a research group
 - Yes, I am aiming to have my own group in the near future
 - No, I prefer to act as a researcher (staff scientist) within a group
 - No, I will quit academia as soon as I have finished my PhD

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Question 3

Ideally, in 5 years time I would like to spend the majority of my (working) week in:

- Teaching
- Clinical work
- Research
- Business/management
- Other

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- http://www.youtube.com/watch?feature=player_detailpage&v=YZyUIHtxoBs

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Short CV

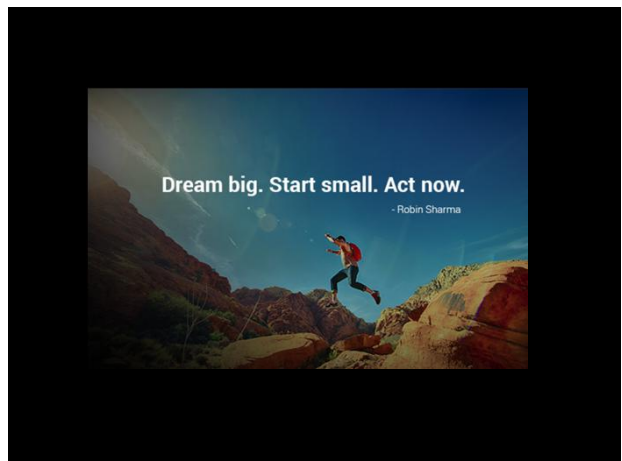
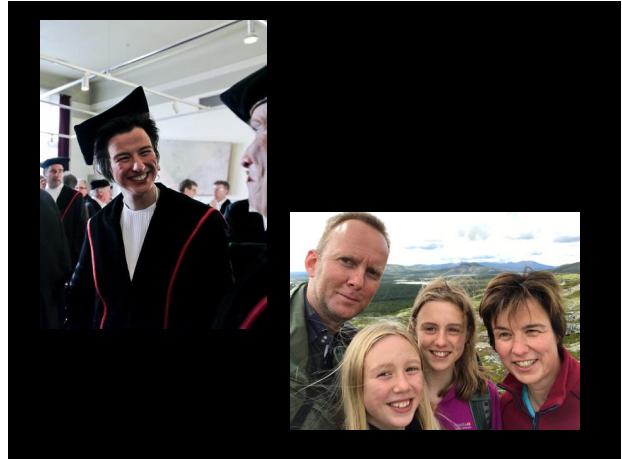
1991- 1996: Biomedical Sciences, Radboudumc
1996- 2000: PhD, Radboudumc

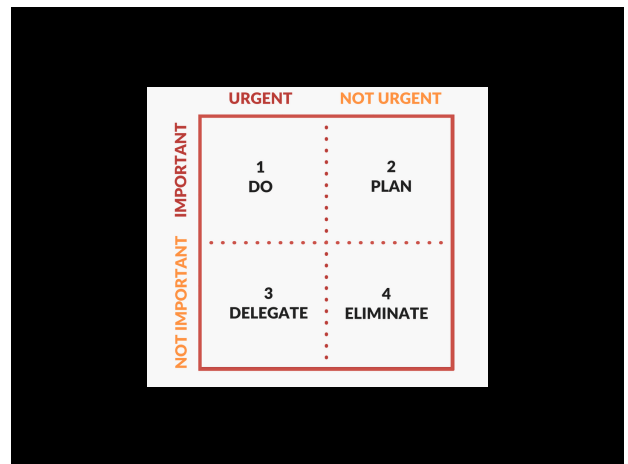
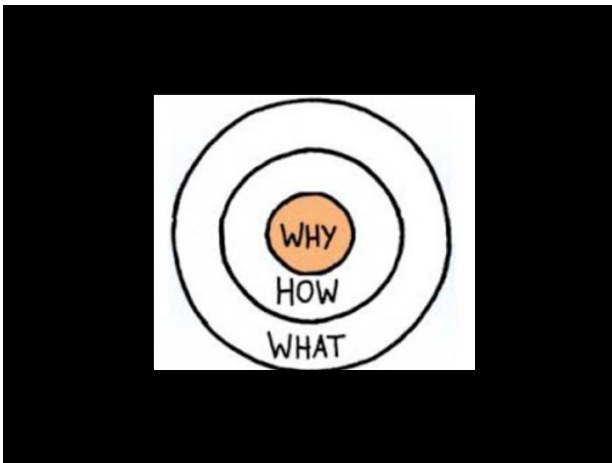
2000-2001: Postdoc in Nottingham, UK
2002-2011: Clinical epidemiologist, UMC Utrecht
As from 1 April 2012: Professor Evidence-based surgery,
Radboudumc

Vice-chair ZONMW VENI Committee

> 25 awarded grant proposals (VENI, TOP, VICI)
> 250 scientific publications (Lancet, NEJM, BMJ, PlosMed)
various prizes

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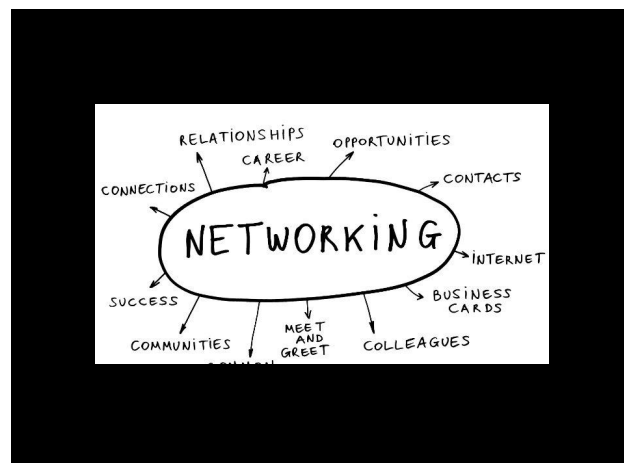
WHAT IS IT?

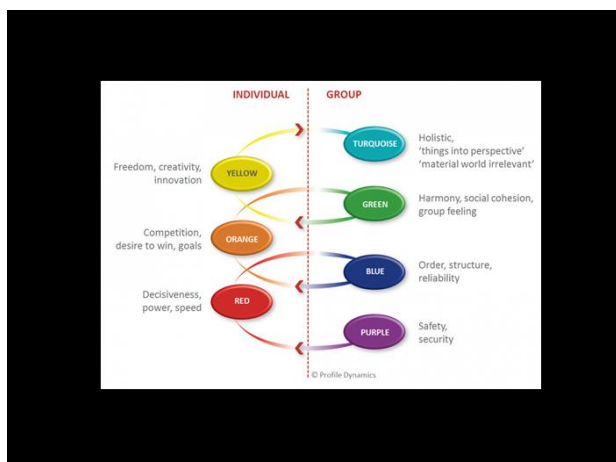
YOU SAID TO DO AN ABSTRACT

Maroeska Rovers
@MaroeskaRovers

Tweets: 5.093 | Volgend: 1.409 | Volgers: 1.487

Maroeska Rovers
Professor of Evidence-Based Surgery at Radboud University Medical Centre Nijmegen





CAPHRI
Center for Applied Health Research and Innovation

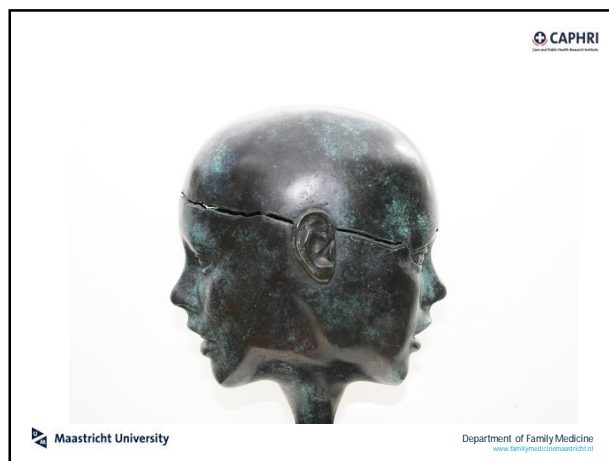
How to build a successful research group? (and keep a balance ;-)

Jochen Cals & Maroeska Rovers

CaRe Days 2018

@jochencals

Maastricht University



CAPHRI
Center for Applied Health Research and Innovation

Jong leren jongleren met veel ballen?

Maastricht University

Department of Family Medicine
www.familymedicine@maastricht.nl

CAPHRI
Center for Applied Health Research and Innovation

Developments

- Patient care
Multidisciplinary work, larger teams, admin
- Research
Regulation, complex methodologies, funding
- Education
CME, core roles by limited number of staff
- Management
Practice and department (research school, uni, GP cooperation)
- Family
Children

Maastricht University

Department of Family Medicine
www.familymedicine@maastricht.nl

PhD
Awards (ZonMW paret, BMJ award e.a.)
Spin-off
Interesting meetings and offers
Efficient overdrive

Medicine GP training GP
PhD Assistant professor
2005 2009 2012 2014

Interesting projects
Standard answer: YES
Life events
'Keuze stress'

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Important & Urgent
Important & Not Urgent
Urgent & Not Important
Not Urgent & Not Important

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Ideas
Writing Analyses
Revisions Proofs

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Join our Family

ntvg
Nederlandsche
Tijdschrift
Voor
Geneeskunde

Maastricht University CAPHRI
Department of Family Medicine
www.familymedicine.maastricht.nl

Effective diagnostic testing in general practice 

1. Infections

Children with fever
Eefje de Bont (SBOH)
Kirsten Peetoom (ZonMW)

Infections in <5s in developing countries
Camielle Noordam (UNICEF)

Childhood cough
Marjolein Schot (UMCU)

Prehospital sepsis
Gideon Latten (Zuyderland)

Other projects/trials:
- Pertussis, STDs, hepatitis C
- Poland, China, Vietnam, UK


2. Cardiopulmonary


Point of care testing in GP
Angel Schols (ZonMW)



Other projects:
- POCT group (Oxford)
- POCT in acute ex. COPD (Cardiff)


3. Musculoskeletal

Ultrasound in shoulder pain
Ramon Ottenheim

 Maastricht University Department of Family Medicine
www.familymedicine.maastricht.nl




Jochen Cals
@JochenCals
Huisarts Sittard | (Onder)zoekt bruikbare wetenschap en effectieve diagnostiek voor de huisarts @Maastricht | Vader van 31...
Nederland  Huisartsensittard.nl
454 Volgend 1.524 Volgers

Tweets Tweets en antwoorden Media Vind...

Vastgemakke Tweet
Jochen Cals @JochenCals · 09-02-18
Mijn column 'Observant' over reken, patiënten én studenten.
Het is tijd voor meer actie, ook in Maastricht [observantonline.nl/home/](https://www.facebook.com/observantonline.nl/home/) [#Acties](#)

 Maastricht University Department of Family Medicine
www.familymedicine.maastricht.nl

TIPS 

Pick and share

- Pick: say NO
- Share: small team

Reflection

- What's your profile?
- Mentor and peers

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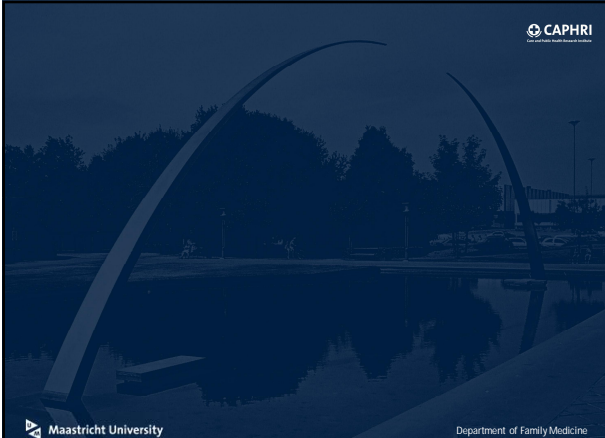
Om iets groots te bereiken, heb je twee dingen nodig: een plan en te weinig tijd.


Leonard Bernstein

OM DENKEN

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www.familymedicine.maastricht.nl





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www.familymedicine.maastricht.nl


 Netherlands School of Public Health and Care Research

Tension between ambition and scientific integrity

Prof. Bart Kiemeneij
Radboud University Medical Center

Tension between ambition and SI



Bart Kiemeneij



Three daily life situations



House of Commons Debate:

- Group 1: Argues yes
- Group 2: Argues no
- Group 3: Judges

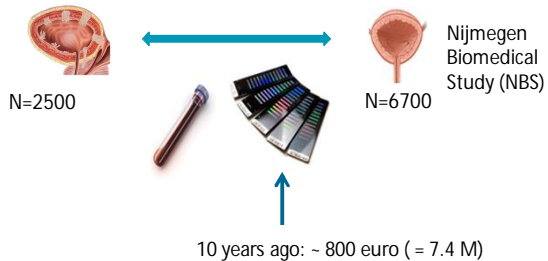

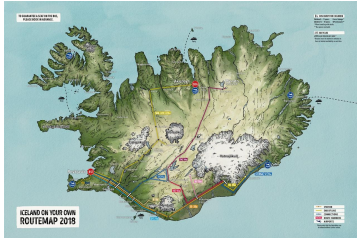



Situation 1


Collaboration with a partner that has goals / procedures I do not support

Nijmegen Bladder Cancer Study

deCODE genetics
a subsidiary of AMGEN




LETTERS

nature genetics

A sequence variant at 4p16.3 confers susceptibility to urinary bladder cancer

Lambertus A Kiemeneij^{1-3,4*}, Patrick Sulem^{4,4*}, Soren Besenbacher⁴, Sita H Vermeulen¹, Asgeir Sigurdsson⁴, Gudmar Thorleifsson⁴, Daniel F Gudbjartsson⁴, Simon N Stacey⁴, Julius Gudmundsson⁴, Carlo Zanon⁴, Jelena Kostic⁴, Gisli Masson⁴, Hjordis Bjarnason⁴, Stefan T Palsson⁴, Oskar B Skarphedinsson⁴, Sigurjon A Gudjonsson⁴, J Alfred Witjes², Anne J Grotenhuis¹, Gerald W Verhaegh², D Timothy Bishop⁵, Sei Chung Sak⁶, Ananya Choudhury⁷, Faye Elliott⁸, Jennifer H Barrett⁹, Carolyn D Hurs⁶, Petra J de Verdier⁸, Charlotta Ryk⁸, Peter Rudna⁹, Eugene Gurzau¹⁰, Kvetoslava Koppova¹¹, Paolo Vineis^{12,13}, Silvia Polidoro^{12,14}, Simonetta Guarrera^{12,14}, Carlotta Sacerdote^{15,16}, Marcello Campagna¹⁷, Donatella Placidi¹⁷, Cecilia Arici¹⁷, Maurice P Zeegers^{18,19}, Ellane Kellen²⁰, Berta Saez Gutierrez²¹, José I Sanz-Velez²², Manuel Sanchez-Zalabardo²³, Gabriel Valdivia²⁴, Maria D Garcia-Prats²⁵, Jan G Hengstler²⁶, Meinolf Blaszkowicz²⁶, Holger Dietrich²⁷, Roel A Ophoff^{28,29}, Leonard H van den Berg³⁰, Kristin Alexiusdottir³¹, Kristleifur Kristjansson⁴, Gudmundur Geirsson³², Sigfus Nikulasson³³, Vigdis Petrusdottir³³, Augustine Kong⁴, Thorger Thorgerisson⁴, N Aydin Mungan⁴, Annika Lindblom³⁵, Michael A van Es³⁰, Stefano Porru¹⁷, Frank Buntink^{4,37}, Klaus Golka³⁶, José I Mayordomo³⁸, Rajiv Kumar³⁹, Giuseppe Matullo^{12,14}, Gunnar Steineck^{40,41}, Anne E Kiltie⁴², Katja K H Aben^{1,3}, Eiríkur Jonsson³², Unnur Thorsteinsdottir^{4,43}, Margaret A Knowles⁶, Thorunn Rafnar⁴ & Kari Stefansson^{4,43}

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Situation 1

Collaboration with a partner that has goals / procedures I do not support

What should I do: quit my collaboration with this company?

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What did I do?

- Embraced the collaboration
- Expressed my concerns
- Activities of company unrelated to our collaboration

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Situation 2

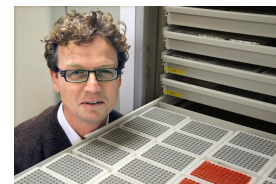
Co-authorship on topics outside of my expertise



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Large biobanks / data sets

- N = 6700 population controls
- N = 2500 bladder cancer
- N = 7500 other cancers



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Human Molecular Genetics, 2016, Vol. 25, No. 6
doi:10.1093/hmg/ddw042
Advance Access Publication Date: 1 January 2016
Association Studies Article

ASSOCIATION STUDIES ARTICLE

Identification of a novel susceptibility locus at 13q34 and refinement of the 20p12.2 region as a multi-signal locus associated with bladder cancer risk in individuals of European ancestry

Jonine D. Figueroa^{1,2,14}, Candace D. Middlebrooks^{1,14}, A. Rouf Banday^{1,14}, Yuanqing Ye^{1,14}, Montserrat Garcia-Closas^{1,14}, Nilanjana Chatterjee^{1,14}, Stella Koutros¹, Lambertus A. Kiemeny¹, Thorunn Rafnar¹, Timothy Bishop³, Helena Furberg⁴, Giuseppe Matullo^{14,15}, Klaus Golka¹⁶, Manuela Gago-Dominguez¹⁷, Jack A. Taylor^{18,19}, Tony Fletcher²⁰, Afshan Siddiq¹, Victoria K. Cortesis^{21,24,25}, Charles Kooperberg²⁶, Olivier Cussenot^{27,30,31},

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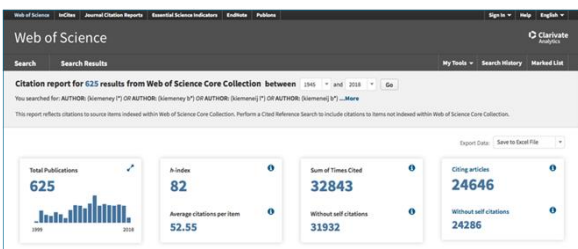
OPEN ACCESS Freely available online

PLOS GENETICS

Sex-stratified Genome-wide Association Studies Including 270,000 Individuals Show Sexual Dimorphism in Genetic Loci for Anthropometric Traits

Joshua C. Randall^{1,2,3}, Thomas W. Winkler^{2,3}, Zoltan Kutalik^{4,5,6}, Sonja I. Berndt⁷, Anne U. Jackson⁸, Keril L. Monada⁹, Tuomas O. Kilpeläinen¹⁰, Tõnu Esko^{11,12}, Reedik Häägi^{13,14}, Shengguo Li¹⁵, Tegegnelassie Workalemahu¹⁶, Mary F. Feitosa¹⁷, Damien C. Croteau-Chonka¹⁸, Felix R. Day¹⁹, Tove Fall²⁰, Teresa Ferreira²¹, Stefan Gustafsson²², Adam E. Locke²³, Iain Mathieson²⁴, Andre Scherag²⁵, Sallaja Vedantam²⁶, Andrew R. Wood²⁷, Liming Liang^{28,29}, Valgerdur Steinthorsdottir³⁰, Gudmar Thorleifsson^{31,32,33}, Emmanouil T. Dermitzakis³⁴, Antigone S. Dina^{35,36}, Fredrik Kargel³⁷, Josine L. Min³⁸, George Nicholson^{39,40}, Deborah J. Clegg⁴¹, Thomas Person⁴², Jon P. Krohn⁴³, Sabrina Bauer⁴⁴, Christa Buechler⁴⁵, Kristina Eisinger⁴⁶, DIAGRAM Consortium, Amélie Bonnefond⁴⁷, Philippe Froguel^{48,49}, MAGIC Investigators, Jouke-Jan Hottenga⁵⁰, Inga Prokopenko^{51,52}, Lindsay L. Waite⁵³, Tamara B. Harris⁵⁴, Albert Vernon Smith^{55,56}, Alan B. Schulder^{57,58}, Wendy L. McArdle⁵⁹, Mark J. Caulfield⁶⁰, Patricia B. Munroe⁶¹, Henrik Grönberg⁶², Vil-De-Ida Chen^{63,64}, Guo Li⁶⁵, Jacques S. Beckmann^{66,67}, Toby Johnson^{68,69}, Unnur Thorsteinsdottir^{70,71}, Mark Teder-Lasing⁷², Kay-Tee Khaw⁷³, Nicholas J. Wareham⁷⁴, Jing Hua Zhao⁷⁵, Hajal Asmi⁷⁶, Ben A. Oostra^{77,78}, Aldi T. Kraja⁷⁹, Michael A. Province⁸⁰, L. Adrienne Cupples⁸¹, Nancy L. Heard-Costa⁸², Jaakko Kaprio^{83,84,85}, Samuli Ripatti^{86,87,88}, Ida Surakka^{89,90}, Francis S. Collins⁹¹, Jouko Saramies⁹², Jaakko Tuomilehto^{93,94,95,96}, Antti Jula⁹⁷, Velkko Salomas⁹⁸, Jeanette Erdmann^{99,100}, Christian Hengstenberg¹⁰¹, Christina Loley^{102,103}, Heribert Schunkert¹⁰⁴, Claudia Lamina¹⁰⁵, H. Erich Wichmann^{106,107}, Eva Albrecht¹⁰⁸, Christian Gieger¹⁰⁹, Andrew A. Hicks¹¹⁰, Åsa Johansson^{111,112}, Peter P. Pramstaller^{113,114,115}, Sekar Kathiresan^{116,117,118}, Elizabeth K. Spillotes^{119,120}, Brenda Penninx¹²¹, Anna-Liisa Hartikainen¹²², Marjo-Riitta Jarvelin^{123,124,125,126}, Ulf Gyllenstein¹²⁷, Doreen I. Boomsma¹²⁸, Harry Campbell¹²⁹, James F. Wilson¹³⁰, Stephen J. Chanock¹³¹, Martin Farrall¹³², Anuj Goel¹³³, Carolina Medina-Gomez^{134,135,136}, Fernando Rivadeneira^{137,138}, Karol Estrada^{139,140,141}, **André G. Uitterlinden^{142,143,144}**, Albert Hofman^{145,146}, M. Carola Zillikens¹⁴⁷, Martin den Heijer¹⁴⁸, Lambertus A. Kiemeny^{149,150,151}, Andrea Maschio¹⁵², Per Hall¹⁵³, Jonathan Tyrer¹⁵⁴, Alexander Teumer¹⁵⁵, Henry Holte¹⁵⁶, Peter Kovacs¹⁵⁷, Anke Tönjes^{158,159}, Massimo Mangano¹⁶⁰, Tim D. Spector¹⁶¹, Caroline Hayward¹⁶², Igor Rudan¹⁶³, Alistair S. Hall¹⁶⁴, Nilesh J. Samani^{165,166}, Antony Paul Attwood¹⁶⁷, Jennifer G. Sambrook^{168,169}, Joseph Hung^{170,171}, Lyle J. Palmer^{172,173,174}, Marja-Liisa Lokki¹⁷⁵, Juha Sinisalo¹⁷⁶, Gabriëlle Bouchar¹⁷⁷, Heikki Hukuri¹⁷⁸, Mattias Lorentzen¹⁷⁹, Claes Ohlsson¹⁸⁰, Niina Eklund^{181,182}, Johan G. Eriksson^{183,184,185}, Cristina Barlassina¹⁸⁶, Carlo Rivolta¹⁸⁷,

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ICMJE criteria

2. Who Is an Author?

The ICMJE recommends that authorship be based on the following 4 criteria:

- Substantial contributions to the conception or design of the work; or the acquisition, analysis, or interpretation of data for the work; AND
- Drafting the work or revising it critically for important intellectual content; AND
- Final approval of the version to be published; AND
- **Agreement to be accountable for all aspects of the work**, in ensuring that questions related to the accuracy or integrity of any part of the work are appropriately investigated and resolved.

In addition to being accountable for the parts of the work he or she has done, an author should be able to identify which co-authors are responsible for specific other parts of the work. In addition, authors should have confidence in the integrity of the contributions of their co-authors.

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Situation 2

Co-authorship on topics outside of your expertise

What should I do: reject co-authorship?



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What do I do?

- Accept co-authorship
- Someone has to be responsible for 'my' part
- Direct funding dependent on output
- Need financing for collaboration (postdoc)
- No co-authorship means data will not become available
- However, this becomes arbitrary with FAIR data

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Situation 3

Reviewing a competitive paper



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I am asked to review a paper for a high impact journal because of my specific expertise.

I notice from the abstract that the paper is from a competitor and describes a finding that I also found.

Unfortunately, I didn't find the time yet to submit my finding.

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Situation 3

Reviewing a competitive paper

What should I do: accept or decline request to review?



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What do I do?

- Accept request, but with disclosure to editor
- Try to be as objective as possible
- In case of recommendation to publish, offer journal possibility to publish back-to-back papers

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SI issues

- It's there all the time, for all of us
- We have our PhD students reflect on it
- What do we do for 'the seniors'?



Dilemma Game
Professionalism and Integrity in Research

Radboud University Nijmegen
Public Engagement

Radboudumc



Netherlands School of Public Health and Care Research

A HRM perspective on academic life after a PhD trajectory

Anja Schumann
Radboud University Medical Center

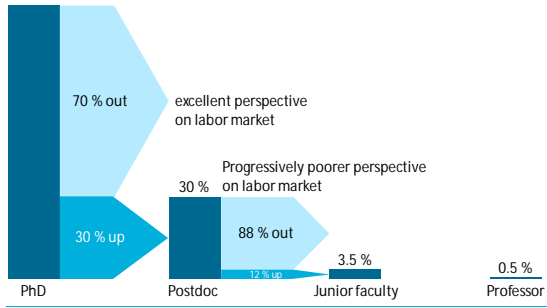


A HRM perspective on academic life
CaRe days 2018

17 May 2018

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Academic Career Path




Stage	Outgoing	Incoming	Perspective
PhD	70% out	30% up	excellent perspective on labor market
Postdoc	30% out	12% up	Progressively poorer perspective on labor market
Junior faculty	3.5% out	-	-
Professor	0.5% out	-	-

Royal Society 2010

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The significance of obtaining a PhD degree



De zin van promoveren
Loopbanen en arbeidsmarktperspectieven van promovende

Rapport

- despite the explosive growth in the number of PhD conferrals, graduates still have good career prospects
- obtaining a PhD degree is beneficial to the PhD graduate and to society
- PhD graduates with jobs outside the academic setting often have research as their core task

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Interview with Jos de Jonge, Rathenau Institute

“... PhD candidates who do not want to stay in academia are not taken seriously by professors...”

Wetenschap

“... We should recognize that society needs excellent researchers...”


“Vertrokken betekent nog niet verloren”

“The significance of PhDs should be sought both within and outside the university world.”



Source: De Volkskrant, 11 april 2018

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Careers outside the university world valued as second-rate jobs?




Let's not be 'shy' to broaden our horizon.

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The individual scientist...



- ✓ ...is aware of his/her motives.
- ✓ ... has insights into his/her strengths and weaknesses.
- ✓ ... defines goals for the coming period.
- ✓ ... builds his/her CV and network according to it.
- ✓ ... discusses his/her thoughts about the next career step with their PI.

➔ Broaden your perspective: which career step is best for you?

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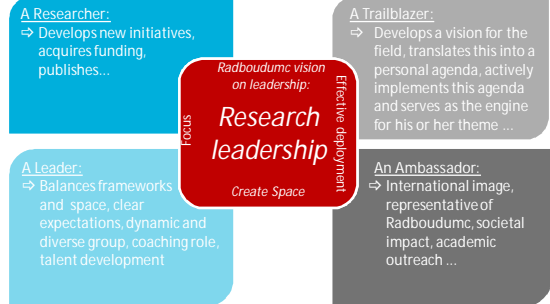
What demands does this place on...



- ... organisations?
 - Offer clear career prospects
 - Facilitate with tailored development opportunities
 - Career counselling
 - Alumni policy
- ... research leaders?
 - open dialogue:
 - Provide feedback
 - Be realistic about career opportunities
 - Help to determine suitable career step

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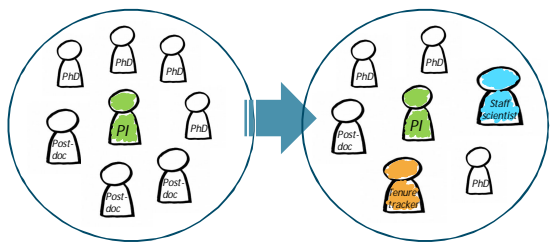
The four roles of the research leader:



- A Researcher:**
 - ⇒ Develops new initiatives, acquires funding, publishes...
- A Trailblazer:**
 - ⇒ Develops a vision for the field, translates this into a personal agenda, actively implements this agenda and serves as the engine for his or her theme ...
- A Leader:**
 - ⇒ Balances frameworks and space, clear expectations, dynamic and diverse group, coaching role, talent development
- An Ambassador:**
 - ⇒ International image, representative of Radboudumc, societal impact, academic outreach ...

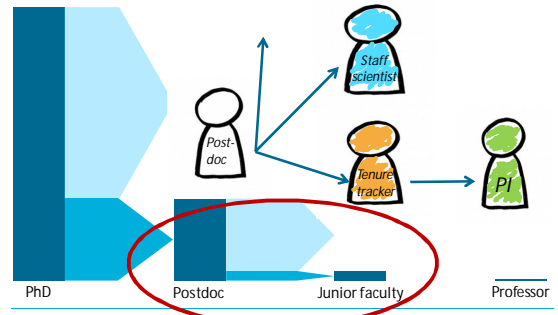
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Differentiating the roles in your research group



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Differentiating in academic careers



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How to cope with stress or pressure as researcher

Paula Meesters
 Graduate School Delft University of Technology

Psychologen **TU Delft**

How to cope with stress and pressure as a researcher


Presentation CaRe Days
 2018, May 17th
 Drs. Paula C.M. Meesters
 Licenced Psychologist (GZ)


Challenge the future 81

Psychologen **TU Delft**

Graduate School

Society is becoming increasingly complex and as a result the demand for highly educated labour force is rising. TU Delft acknowledges the doctorate as a key instrument to address the increasing complexity; the creativity and flexibility of the research mind-set is of value to many (emerging) positions and careers. It is the ambition of the Graduate School (GS) to contribute to this development by delivering highly skilled doctors.


Challenge the future 82

Psychologen **TU Delft**


Providing Support: Career & Counselling Services


Challenge the future 83

Psychologen **TU Delft**

Mental Health Support

1. DE courses focussed on generic skills:
Communication & Coping Strategies, Self-Management Strategies, How to keep motivated after the Go? Regain your Flow!, and Self-Awareness & Autonomy in the research process.
2. Short term group treatment and individual treatment
3. Open hours and Crisis intervention
4. Consultation and Masterclasses
for (co)promotors, daily supervisors, and PhD-mentors


Challenge the future 84

Psychologen **TU Delft**

Do PhD's experience stress? Cases

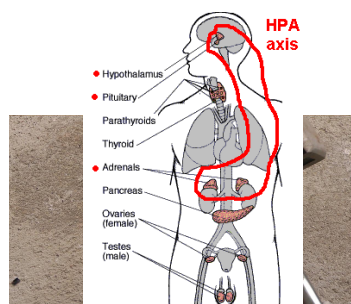
- "I'm facing many problems since I started my PhD here. I feel the relationship with my colleagues is quite complex. I feel a cultural barrier. Sometimes I'm stressed out from my research, and I feel extremely sensitive, helpless and tired".
- "My situation with work is tough. I put aside lot of things I like, avoided taking holidays, felt not allowed to have free time, engaged too much into work".
- "I feel overwhelmed with the tasks I have to perform to finish my PhD, and I feel I am not working efficiently to cover these tasks. I have fear of not finishing my PhD on time, and I tend to procrastinate a lot, always leaving unfinished or delaying tasks".

TU Delft Challenge the future 85

Psychologen **TU Delft**

What is Stress?


- HPA-axis: adrenaline and cortisol
- Emotion regulation systems: "old brain"



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Psychologen **TU Delft**

3 Emotion Regulation Systems



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Psychologen **TU Delft**

Is Stress Harmful?

- In recent studies at University of Amsterdam, Universities in Flanders (Belgium), and University of Leiden they show higher levels of stress and depressive symptoms (35%-40%) in PhD candidates, in comparison with high educated employees in general.
- Stress results in anxiety and/or depression. Depression is the core cause of sick leave of 8.2% of the Dutch population (2017).

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Psychologen **TU Delft**

Pressure: Expectations of Society

"You as scientists are the gatekeepers to Science. You must strive to engender a high level of trust. Science is at the origin of all technological progress, insofar as that is a key enabling cause of what we understand as social 'progress'. You should be the producer of truths and certainties."

S. Beernaerts; Head of Unit; DG Education and Culture; European Commission; Salamanca, Spain; March 2017

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Psychologen **TU Delft**

Pressure: Expectations of Academia and Peer pressure

- Focus on excellent performance: doctoral students/candidates should turn into highly qualified, autonomous and leading researchers, and skilled professionals
- An autonomous researcher is a researcher, who can define research directions, and is therefore able to act independently, and in a consistent manner. An autonomous researcher is pro-active, aware of his/her capabilities and limitations, and is passionate about research.

DUT, UGS Board (2012)

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Pressure: expectations of important others

Family, parents, partner, children, (intimate) friends they all put more or less conscience pressure on you:

They need you to be perfect, to make a difference in the world, to fulfil their needs and take care of them, to be a good son/daughter, a good parent, a good friend....., and btw look happy and enthusiast ...

We make each other stressed ...



Or do we put all the pressure to ourselves?

In a study in UL they show that publication and grand pressure are not just external forces but internal ones as scientists apply pressure to themselves in the process of competition.

Cathelijin J. F. Waaijer, Christine Teelken, Paul F. Wouters, and Inge C. M. van der Weijden, 2017

Unrelenting Standards

- Perfectionism as a response to fear (of failure)
 - Adaptive vs maladaptive

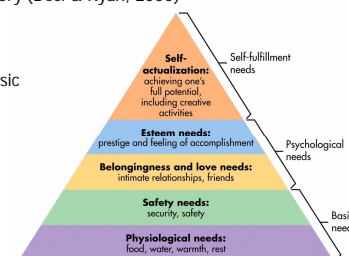


How to cope with perfectionism and therefore stress?

1. Understand motivation, and fulfil human basic needs
2. Observe and change maladaptive perfectionistic beliefs
3. Develop your Autonomy as a researcher
4. Make stress your friend

1. Motivation and Basic Needs

- Self-determination Theory (Deci & Ryan, 2000)
 - Extrinsic motivation
 - Intrinsic motivation
- Hierarchy of Human Basic Needs (Maslow)



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2. Change perfectionistic beliefs

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3. Develop Autonomy

- Be self-aware, recognise personal boundaries and be able to identify your personal values and skills strengths;
- Take initiative, show open-mindedness and resilience (flexibility);
- Work autonomous and independently in balance with using sources of support appropriately;
- Show a responsible attitude and integrity in your personal approach to research;
- Understand the differences between cultural influence and personality, identity, norms & values

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4.

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Stress is not harmful

- Only *the belief* that stress is harmful McGonigal
- Bodily sensations, like excellerating heart beats and fast breathing just means your body is preparing itself to become strong, to be able to cope with danger (fight-flight-freeze)
- Oxytocine: Bloodvessels relax, due to feelings of connectedness, social contact, mutual appreciated physical contact (a touch)

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Coping Strategies

- On the behavioural level: The more coping strategies (problem solving skills) you have, the more flexible you are:
Sports, mediation, take breaks (have fun), eating and drinking, sleeping, self-management skills, take distance, social /communication skills (sharing and connecting)
- On the cognitive level: The more trust in your ability to cope, the less stress you will experience

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Take home message

1. Motivate yourself, and understand and fulfil your basic needs
2. Change too perfectionistic beliefs > we are born "good enough"
3. Autonomy > value your life dream, and take responsibility
4. Stress is not harmful > "make stress your friend"

It's in essence not what you do, but how you do it (your attitude), and with whom


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Contact 

E p.c.m.meesters@tudelft.nl (Paula)

W <http://psychologists.tudelft.nl>
 W <http://careerandcounsellingservices.tudelft.nl>
 W <http://graduateschool.tudelft.nl>

T +31 (0)15 27 88004 (secretary)/ 88559
 M +31 (0)6 22331431

 Challenge the future 103

 Netherlands School of Public Health and Care Research

Balance between a normal life and academic success

Prof. Stan Gielen
 NWO, The Netherlands Organisation for Scientific Research



Balance between a normal life and academic success

Nederlandse Organisatie voor Wetenschappelijk Onderzoek

17 mei 2018

Content

- > Some general and personal observations
- > NWO initiatives on workload
- > Misconceptions on science careers and family planning
- > Relation ZonMW - NWO



Balance stress and normal


  

- "Avicii's burn-out schudde de dancewereld wakker, maar voor hemzelf kwam de hulp te laat" (Volkskrant 23 april 2018)
- "10 spelers die hun carrière hebben verpest bij Real Madrid"



Other examples of stress

- High suicide rate among youngsters in South Korea and Japan
- Pressure on school teachers to recommend "VWO profiel" (definitely not VMBO) to children at the age of 12
- Yearly meeting Young Academy (DJA) 2017 on work load in their career



Personal experience

Only enter a research career if it brings fun and if you don't mind to work outside 9.00-17.00:

- * the competition is tough and the number of available positions is small
- * like many other jobs (e.g. music, dance, sport) it takes a lot of practice and other jobs pay better
- * research as a service to the community ("Impact of science")

Jim Houk (NorthWestern University, Chicago): "a research group will be more successful, if people are happy"

Start something new, at least every 4 years

Ask yourself every year again: What can I offer to my university; what does the university offer me?

NWO: by competition we select the best researchers and best projects. However, too much competition in science gives rise to inefficiency, stress, frustration and waste of resources.

Enjoy life!

NWO policy on workload, stress, family planning

- Meetings/sessions for
 - Applicants VI Talent program
 - VI laureates
- Actions to reduce # grant applications and to increase funding rate
 - 30% increase budget "Open Competition" as of 2019 (60% for ZonMw!)
- "NWO broadens extension rule of Talent Scheme to include all parents"
- Contact LNVH (or NWO) for a coordinated action regarding issues that hamper the career of young scientists.
- Universities should offer courses for PhD students from perspectives outside science
- Talent is not only "ground-breaking", "innovative"
- More focus on "team science"
- Further actions: see NWO strategy plan 2019



Excellence and team science

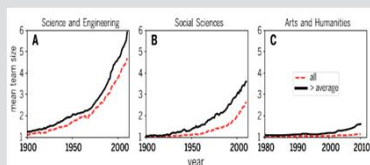


Fig. 4. Size and impact of teams. Mean team size has been steadily growing over the past century. The red dashed curves represent the mean number of coauthors over all papers; the black curves consider just those papers receiving more citations than the average for the field. Black curves are systematically above the dashed red ones, meaning that high-impact work is more likely to be produced by large teams than by small ones. Each panel corresponds to one of the three main disciplinary groups of papers indexed in the WoS: (A) science and engineering, (B) social sciences, and (C) arts and humanities.

Science, 359, March 2, 2018

Misconception 1:

"I will only get a tenured position after a Veni or Vidi grant"

7000 staff at Dutch universities (source: VSNU)
 4500 researchers at Academic Hospitals (source: NFO)

Assuming average contract duration of 20 years: 575 vacancies every year

- NWO grants:
 - 89 VIDI grants
 - 154 Veni grants

Total: 243 grants

11,500 staff

Misconception 2:

Family planning: "I have to work on my scientific career first before starting a family"

If this is what you believe, there will never be any time for family or children, since your career never ends.

Misconception 3:

"Female researchers are in a less favourable position to obtain grants at NWO"

	Veni		Vidi		Vici	
	m	f	m	f	m	f
#proposals submitted	607	520	376	214	145	88
%	54%	46%	64%	36%	62%	38%
# proposals granted	87	67	52	37	25	10
%	14.3%	12.9%	14%	17%	17%	11%

- There is
- > few female scientists in high-level positions (see Monitor Vrouwelijke Hoogleraren at <https://monitor.lnvh.nl/>)
 - > Why do female scientists drop out in high-level academic positions?

NWO and ZonMw

- Merge between ZonMw and NWO into one legal entity will not happen
- ZonMw and NWO will continue to collaborate
 - Multi-disciplinary research projects
 - Chain from basic research, applied research, practical applications
- Same funding instruments and same strategic goals



Thank you for your attention



But there is more: targets for transition of NWO

- More funding for innovative high-risk/high-gain research
- More focus on collaboration and team science: across disciplines and with external stakeholders; more focus on societal impact
- More flexible to respond to new developments in science and society
- Coordinating role to set the national research agenda
- Transparent organisation
- Reduction of # funding instruments



IV-3 research: collaboration for excellence

- Facilitate collaboration between and across disciplines
- Team science
- Collaboration with other partners:
 - Top-sector (TS) policy: collaboration with private sector, especially SME.
Aim: more impact and more funding for research
 - National Research Agenda (NWA): coherence between TS, agenda's, ministeries, NWA research questions
- International collaboration (*Money follows Cooperation, Merian Fund, Big Science*)
- *Open Science (incl. Citizen Science)*



IV: Ambitions NWO 2019-2022

- Nexus: connecting knowledge agenda's, research and society;
- People: perspectives for individual researchers;
- Research: collaboration for excellence ;
- Infrastructure: accessible and sustainable research infrastructure;
- Knowledge use: effective use of knowledge design and co creation.



CaRe Award



Nominations CaRe Award 2017

CAPHRI

Mala George Otieno, Diagnostics evaluation of smear negative tuberculosis in a resource poor setting.
Polina Putrik, Uncovering the Gap: individual and country level socio-economic inequities in rheumatic and musculoskeletal diseases.
Ben Wijnen, Health technology assessment in epilepsy, moving towards patient-centered, efficient care.

Radboud Institute for Health Sciences

Annette Plouvier, Parkinson's disease in primary care. A joint journey of patients and general practitioners.
Ibo Souwer, Chiblainis in general practice.
Jan Koetsenruijter, Social support networks of diabetes patients.

APH

Sjors Koppes, Stratum corneum biomarkers for inflammatory skin diseases.
Floor Bennebroek Evertsz, Quality of life, Anxiety, Depression in patients with inflammatory Bowel Disease.
Caroline Kampshoff, High intensity or low-to-moderate intensity exercise after chemotherapy: for whom and how?

NIVEL

Tessa Magnée, Mental health care in general practice.
Judith Sinnige, Multimorbidity and medication management in general practice: a challenge for GP's.
Daan Botje, From the boardroom to the bedside and back.



Winner CaRe Award 2017

Ben Wijnen

Honorable mention:
 Caroline Kampshoff, Tessa Magnée,
 Annette Plouvier