

THE AOG – PART 7A

RESEARCH, PUBLICATION AND REWARD POLICY



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CONTENTS

1	Enhancing Wittenborg's Research Profile.....	3
1.1	Research Centre as a Knowledge Hub.....	3
1.2	Wittenborg Research Agenda	3
1.2.1	Align Research Agenda with the School's Mission	3
1.2.2	Incorporate the School's 3 Core Values in Research.....	4
1.2.3	Incorporate the School's 10 Research Themes (with Overarching Theme of Globalisation)	4
1.2.4	Direct Research to Connect and Impact the Local Community (or Region).....	6
1.2.5	Funded Research Projects	7
1.2.6	Students and Research	7
1.3	Code of Conduct for Research Integrity	7
2	Policy Overview	9
2.1	Scope	9
3	Compensation	10
3.1	Successful Publication in a Peer-Reviewed Journal	10
3.2	Compensation towards Research Costs	10
3.3	Financial Support with Conference Attendance	10
4	Requirements for Funding Application	12
5	Review and Approval.....	13
6	Additional Compensation Guidelines for GA Paper Publication – Research Reward Policy.....	14
6.1	Requirements for Funding Application	14
6.2	Financial support and Review Conditions	14
6.3	Review and Approval.....	15

1 Enhancing Wittenborg's Research Profile

Wittenborg has been gradually working towards the establishment of its own research centre to serve as a research-based knowledge centre for the local economy, while at the same time creating new knowledge that can enrich Wittenborg's own educational programmes. Over the last few years Wittenborg has taken various initial steps towards making research a reality, despite its small size. These first steps are leading to concrete research outputs that will be beneficial to both the local community and Wittenborg itself.

1.1 Research Centre as a Knowledge Hub

Wittenborg's research centre has adopted the vision of being a knowledge hub: a dynamic research environment where international lecturers, researchers and students meet. The knowledge hub should benefit individuals, teams and organisations, as well as the economy and society at large, in keeping with the Wittenborg motto, 'Better yourself - Better our world'.

The Wittenborg Research Centre is a dynamic environment where all lecturers, researchers and students bring in their knowledge, experience, skills and cultural backgrounds, and gain new knowledge, skills and understanding. An environment where organisations can drop in for available knowledge or plunge in to develop new knowledge together with the researchers of Wittenborg, whether they are for-profit businesses, non-profit, or not-for profit organisations or governmental institutions. By involving all these stakeholders and combining different experiences and disciplines, we can develop creative solutions and contribute to the build-up of a valuable body of knowledge for practical use to the benefit of individuals, teams and organisations, the economy and society at large.

1.2 Wittenborg Research Agenda

It is the intention of the Wittenborg Research Centre to advance the theory, practice, and/or teaching of business and management in the domains of Business, Hospitality, Tourism, Sport, Health and Education, with special attention to Innovation, Sustainability, Entrepreneurship. In order to outline the future of research at Wittenborg, Research Centre has developed its research agenda which will give Wittenborg scholars the space to explore their subject in provocative ways, and map out the potential directions of travel. Wittenborg research agenda is developed in accordance with the school's strategic plan 2022 – 2026.

Starting from September 2021, Wittenborg also has thematic academic years. This means that for every year, for the next ten years, Wittenborg envisages having a single theme connected to its curriculum, teaching and learning as well as research activities.

1.2.1 Align Research Agenda with the School's Mission

In the coming years, Wittenborg will need to maintain policies on strategic faculty deployment to support high quality outcomes in line with the school's mission: encourage faculty to sustain relevancy and pertinence appropriate to their classification at the school, ensure educational support and development by the professional staff.

The challenge will be to create an improved research environment that stimulates Wittenborg's scholarly active faculty members not only to continue carrying out research, but to work with Wittenborg on research initiatives that enable the school to reach the goals and objectives of its mission, and at the same time, helping other faculty to become scholarly active.

1.2.2 Incorporate the School's 3 Core Values in Research

In its Strategic Plan, Wittenborg has defined the 3 values that it sees as underpinning its success and therefore its mission:

- **Internationalisation:** Next to knowledge creation for local markets, the Research Centre adds to the international body of knowledge. Publications in internationally available journals and conferences will contribute to the international visibility of the research output, thus adding to the enhancement of the international, global and intercultural dimensions of research and knowledge production.
- **Diversity:** The value of diversity involves a three-way approach. Firstly, the Centre promotes workplace diversity. The researchers form a varied group from different cultures, with different places of residence, language, gender, religion and socio-economic background. Secondly, diversity in research design and evaluation of research projects: the researchers look through an equity lens at research topics. Thirdly, diversity in research methodology: the applied research methods used, are adapted to the practical possibilities in the field and may imply quantitative and qualitative research with a cross-sectional or longitudinal design.
- **Ethics:** Wittenborg officially adopts the Netherlands Code of Conduct for research integrity 2018. Researchers practice the so-called 'Intellectual Virtues' during their research and consultancy work. Intellectual courage, autonomy, honesty and love of knowledge motivate them to search for the 'truth'. Conscientiousness, firmness and caution help them to persevere during research, while practical wisdom helps to judge what is required from situation to situation and to balance between research goals and societal revenues. Finally, intellectual generosity and charity encourages researchers to share their knowledge and respectfully invite other stakeholders to join the Knowledge Hub in the spirit of "better yourself, better our world".

1.2.3 Incorporate the School's 10 Research Themes (with Overarching Theme of Globalisation)

Wittenborg wishes to take the valuable opportunity to emphasise its dedication to shaping the intellectual contributions of its faculty and the institution at large. By integrating a systematic approach into its quality system, Wittenborg aims to consistently enhance the production of intellectual contributions, aligning them with the school's mission and vision, and fostering the holistic growth of the institution.

As a vital component of Wittenborg's mission, the faculty plays an instrumental role in shaping the educational experience and contributing to the broader academic society and thereby to society at large. To help achieve this, Wittenborg has set up overarching requirements for faculty, which serve as guidelines that empower faculty to excel in their roles, not just in their teaching capacities but also in their research capacities. Wittenborg puts emphasis on these mission-related focus areas:

1. **Local Societal Impact** contributing to society in Apeldoorn & the region (through internationalisation)

2. **Excellence in Education** promoting excellence in teaching and learning of international business and management
3. **Innovation & Lifelong Learning** creating the best environment for students and staff
4. **Internationalisation, Diversity and Ethics** set the premises
5. **Applied Research & Global Learning:** successfully applied, research-informed, global learning.

The overarching faculty requirements are designed to support research and scholarly endeavours. By fulfilling faculty requirements, there will be more collaborations and sharing of best practices and these interactions often lead to new research opportunities, interdisciplinary initiatives, and a vibrant academic community.

The critical success factors that underpin Wittenborg's mission and vision encompass a multifaceted approach to higher education excellence such as the following:

- Adopting the theme of 'globalisation', not only on a global scale but also in a local, regional and national context.
- Cultivating its unique position at the intersection of academia and practice, bridging the gap between theoretical knowledge and real-world application.
- Empowering its students, through interdisciplinary learning, with skills to tackle complex global challenges by drawing insights from diverse fields of study.
- Aspiring to be a driving force of innovation in higher education through the development of applied research that directly addresses contemporary issues and contributes to the advancement of knowledge for the betterment of society.

As an overarching theme in alignment of its Intellectual Contributions (ICs) outcomes with its mission and vision, Wittenborg assumes the role of **Proponent of Globalisation** (refer to the model below), with its ICs pro-actively channelled into 10 research themes of:

1. **The Digital Revolution:** How Technology is Shaping Global Interactions
2. **Global Trade and Economics:** The Changing Landscape of International Commerce
3. **Cultural Exchange in a Globalised World:** Impacts and Implications
4. **Migration Patterns:** Opportunities, Challenges, and the Human Story
5. **Environmental Challenges:** Globalisation and the Quest for Sustainable Solutions
6. **Global Governance and Policy:** Seeking Unity Amidst Diversity
7. **The Future of Work:** Skillsets, Outsourcing, and Cross-border Collaborations
8. **Ethics and Globalisation:** Navigating the Moral Dimensions of International Integration
9. **Global Health and Pandemics:** A Unified Response to Global Threats
10. **Education in a Globalised Era:** Preparing the Next Generation for a Boundary-less World

For more elaboration see the **Annex 'The Ten Globalisation Research Themes with Sub-themes for Guidance'** in AOG-Part 9.



1.2.4 Direct Research to Connect and Impact the Local Community (or Region)

As Wittenborg Strategic Plan presents, the school sought and initiated strategically the pursuit of impacting and supporting the local community (in Apeldoorn mainly and directly, but also at and through the other locations indirectly). One way to pursue this is continued and enhanced collaboration with industry.

Having always had a 'glocal' approach, Wittenborg strives to bring expertise, knowledge and diversity to the local region in which it operates, thereby enhancing the economy, culture and social environment, maintaining and ensuring global learning and outlook. Thereby Wittenborg aims to promote the so-called 'Triple Helix', a concept of government, business and higher education working together to improve a local and regional economy (Apeldoorn). An example would be research into the development of areas of the centre of the town, where former factories once stood, which now designated for housing, education and social centres and hubs, or solving local society issues contributing to a sustainable (energy-neutral, waste-free) future.

As a business school Wittenborg and its faculty members can cooperate with (local) businesses and other organisations in applied research projects. The approaches of the projects are based on generally accepted applied research principles. The output (e.g. what has been changed, accomplished, or improved) will be disseminated to the appropriate publication channels to contribute to the international knowledge base.

1.2.5 Funded Research Projects

Wittenborg's Executive has committed to structurally maintaining and coordinating applications for funded research projects within the Erasmus+ and Horizon programmes, and other EU funding, on a yearly basis. Wittenborg aims to ensure continuity and involvement in at least three ongoing EU-funded research projects annually.

Wittenborg stimulates its faculty to be involved in the application of Erasmus+ research funding, and also other project applications, for instance through Horizon. Being a small, compact business school, although research applications are coordinated from management, the communication with faculty about ongoing and proposed research funding is easy to maintain. One of the key drivers for faculty to instigate or be involved in research funding projects is increased employability possibilities and further development of scholarly active status.

1.2.6 Students and Research

With knowledge as the key concept, Wittenborg focuses on a research-based education approach. All programmes at Wittenborg include elements of research. The curriculum allows students to be involved in research projects and real-life academic work. Wittenborg proactively encourages students to publish appropriate parts of their research in key refereed journals or conferences together with the supervisor/researcher. Students from different educational and cultural backgrounds bring their experiences to the table when they join the research centre. Until graduation, such publications are normally in joint authorship with a member of the supervisory team, providing focus and continuity for both partners and Wittenborg.

Wittenborg Research Centre can act as a 'knowledge broker' and translate scientific knowledge of universities and international research to knowledge that is ready for application in practice. The output of applied research projects will be disseminated to the appropriate publication channels to contribute to the international knowledge base.

1.3 Code of Conduct for Research Integrity

Wittenborg officially adopted the Netherlands Code of Conduct for Research Integrity. The Code was drawn up at the initiative of the Royal Netherlands Academy of Arts and Science (KNAW), the Netherlands Federation of University Medical Centres (NFU), the Netherlands Organisation for Scientific Research (NWO), Associated Applied Research Institutes (TO2-federatie), the Netherlands Association of Universities of Applied Sciences and the Association of Universities in the Netherlands (VSNU). The code includes the five principles that form the basis for integrity in research:

- Honesty
- Scrupulousness
- Transparency
- Independence

- Responsibility

The Code is applicable to all Wittenborg staff members and students that are involved in Research at Wittenborg. To read more on this, please refer to AOG-Part 8a.

2 Policy Overview

Wittenborg's success relies on the talent and contribution of all staff, and we are committed to expanding the opportunities for staff to participate in funded research projects and become scholarly active, thereby positively impacting the quality of the organization and education delivery. We strive to build a collaborative international environment and bring together lecturers and researchers with different cultural backgrounds to achieve our common goals and contribute to wider societal needs. Our goal is to create an academic culture that stimulates active contribution to the body of knowledge and offers optimal support for our employees in their academic careers.

By becoming active researchers, the academic staff members can contribute to the curriculum development and existing body of knowledge, create long-lasting impact and enhance their academic careers. Academic research is also very rewarding by having the autonomy of doing intellectually satisfying work. The best predictor of success in academia will be the researcher's existing track record. Wittenborg values and rewards all our staff for their academic achievements and undertakes specific steps in encouraging and endorsing active researchers to join efforts with other staff members in their academic activities. With the academic research reward system Research Centre aims to support active researchers with their academic publications and findings dissemination.

2.1 Scope

This policy applies to all faculty members at Wittenborg University of Applied Sciences.

3 Compensation

3.1 Successful Publication in a Peer-Reviewed Journal

If any academic staff member initiates research and takes the lead in writing a peer-reviewed journal article Wittenborg will compensate that staff member **2000 EURO** at the time of successful publication in a peer-reviewed Scopus indexed journal and/or with a ABDC/Harzing Journal quality listed listing. Lead author should involve at least one other researcher from academic staff members. Second and third co-authors will be compensated **1000 EURO** each. In total Wittenborg will compensate **4000 EURO** for a successful publication of a peer-reviewed journal article. It is also possible to have additional external author(s) and involve students if necessary/possible, but it is up to the authors to arrange/coordinate with such researchers and students. No compensation will be paid to any external co-author or student.

A maximum of two publications per year will be compensated for a faculty member. For active researchers who published 2 scientific papers a year in the past 3 years the expectation is to be published in the top-ranked journals within their domain of expertise.

Please note that:

- All amounts mentioned in this policy are gross amounts.
- For faculty with an employment contract at Wittenborg, and for faculty working on assignment who are living in the Netherlands and/or filing income taxes in the Netherlands, these are subject to standard taxation in accordance with Dutch law.
- For faculty working on assignment who are filing income taxes outside the Netherlands, these are subject to standard taxation in accordance with the law of the respective country in which taxes are filed.

3.2 Compensation towards Research Costs

In addition to that, Wittenborg will also contribute towards any costs for the data collection and conducting research or for the publication costs in an open access journal but no more than **1000 EURO** in total per publication. The proof of costs (e.g., invoices, bank statements etc.) needs to be provided by the first/lead author to the Research Centre for approval and reimbursement of such costs.

3.3 Financial Support with Conference Attendance

Starting from 2024, Wittenborg introduced its own annual academic conference and faculty members are encouraged to participate actively in this annual event. Faculty participation can be in different roles varying from the Scientific Committee member to reviewer, workshop host or paper/poster presenter. Wittenborg's Research Centre expects academic staff members to initiate collaboration with internal colleagues and students to promote their academic publications.

If the lead author would like to present their paper at other international conferences and/or symposia, or is invited to attend the conference as a keynote speaker, this can be compensated, however priority will be given to the attendance at Wittenborg's conference.

For external conferences, Wittenborg will compensate **no more than 1000 EURO** per year per author. Post-conference compensation requests will only be accepted if the researcher's attendance was approved by Wittenborg's Research Centre in advance. The applicant should provide detailed information on the conference topic/audience/attendance fees etc. to ensure it meets Wittenborg's overarching research strategy. Conference selection criteria are listed below:

- Conference should be an academic conference with conference proceedings, pre-conference paper submissions and paper review procedures in place. Conferences without paper submissions are not seen as academic conferences.
- The faculty member should attend with a paper/poster presentation, as a keynote speaker or a workshop/symposium/hackathon etc. organizer. Conference attendance as a participant without intellectual contribution to the conference programme is not supported.
- Faculty member's affiliation with Wittenborg should be clearly demonstrated (e.g. reflected in the programme).
- Conference topic should be related to 1 of the 3 pillars of Wittenborg and preferably to be related to broad context of "Management". Medical field conferences, for example, are not part of the scope.
- AACSB accredited top business schools being the hosts of the conference or AACSB/AMBA visibly being active with the conference can be a plus.
- In some regions Wittenborg already has full presence. Less represented regions, such as the EU, with great potential to bring the Wittenborg's brand to higher level will be given priority.

The attendance of a conference will be regulated by standard HR policies and procedures.

4 Requirements for Funding Application

In order to apply for the reward, the applicant should meet the following requirements:

1. The applicant must be a Wittenborg faculty member.
2. The applicant must involve at least 1 other colleague from Wittenborg, preferably who are PhD qualified but not scholarly academic.
3. The authors' affiliation must include Wittenborg University of Applied Sciences.
4. The article must be published in a peer-reviewed journal in Scopus index journals¹ and/or have a ABDC/Harzing Journal quality listed listing².
5. Intellectual Contribution Impact Statement – an Intellectual Contribution Impact Statement Form should be completed and logged with EDQM.
6. Communication – a news article about the paper should be published in Wittenborg newsletter.
7. External researchers and/or Wittenborg students' participation is encouraged and can be co-authors. However, no compensation is scoped for them.

¹ <https://www.scopus.com/sources.uri?zone=TopNavBar&origin=searchbasic>

² <https://abdc.edu.au/abdc-journal-quality-list/>; <https://harzing.com/resources/journal-quality-list>

5 Review and Approval

Requests for publication compensation should be submitted via the MS form which is available in Research Centre Resources. Requests will be reviewed and approved by Wittenborg Executive Board twice a year – in February and August. The submission deadline for February review is **January 31**. The submission deadline for August review is **July 31**.

Conference attendance compensation form is also available in Research Centre Resources. These requests will be reviewed on a monthly basis.

6 Additional Compensation Guidelines for GA Paper Publication – Research Reward Policy

Together with the established [Research Reward Policy](#), based on which faculty members can apply for compensations for up to two successful publications in a peer-reviewed journal per year, “**Additional compensations**” will be granted to publications which are co-authored between faculty members and students from Wittenborg (i.e., the successful publication of a final graduation assignment of an academic supervisor and a Wittenborg student).

6.1 Requirements for Funding Application

Faculty members of Wittenborg may receive an additional compensation under the following circumstances and conditions:

- The applicant must be a Wittenborg faculty member.
- The applicant must involve at least 1 student from Wittenborg (Note: No compensation is scoped for students).
- The article must be published in a peer-reviewed journal in Scopus indexed journals and/or have an ABDC/Harzing Journal quality listed listing.
- Wittenborg faculty members can be involved as co-authors. In that case a standard research reward policy is applicable.
- External stakeholders can be involved as co-authors, however no compensation is scoped for them.
- Intellectual Contribution Impact Statement Form must be completed and logged with EDQM.

Other compensation requirements from the established Research Reward Policy are applied.

6.2 Financial support and Review Conditions

Wittenborg will compensate the lead author (GA supervisor) **1500 EUR** and up to **500 EUR** to compensate the research costs.

Note: no more than 3 publications per faculty member per calendar year can be compensated and may occur only in the following forms:

- **Normal review condition:** on a yearly basis, 2 successful publications with Wittenborg co-authors in a peer-reviewed journal and 1 additional compensation co-authored with Wittenborg student
- **Special review condition:** on a yearly basis, 1 successful publication in a peer-reviewed journal and 2 additional compensations for the GA paper publication. This will be reviewed on individual basis and approved under consideration of Research Committee.

6.3 *Review and Approval*

Requests for publication compensation should be submitted via the MS form which is available in Research Centre Resources. The submission deadline for August review is **July 31**, and for February review is **January 31**.