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## Towards a new approach for rewarding and recognizing academics

In many universities the focus for a career is almost exclusively on the primary tasks of research and education; promotion is mainly based on research output. However, increasingly society demands more and more of us as academics. There is an increasing focus on funding, impact, team work and leadership, but this is not yet sufficiently reflected in recognition and rewards and in academic career paths. We, as academics, have more talents than just research and we differ from each other in our strengths. One can be excellent in teaching, the other in societal impact, the next in leadership and administration. Yet, making a career, becoming a full professor is highly dependent on getting research funding and publishing in the top tier journals. This is a onesided approach, which does not do full justice to our talents and differences in individual strengths. Based on international developments such as the San Francisco Declaration on Research Assessment (DORA), the Dutch universities have jointly opted for a new approach towards the rewarding and recognizing academics. The session will inform you about the background of this development, the objectives, nature and consequences and of it and the practical application in a number of Schools, who have made progress in this area. Next, there will be opportunity to discuss the situation at Spanish universities in general and at Pablo de Olavide in particular.