

Appendices

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NIAS

Netherlands Institute
for Advanced Study
in the Humanities
and Social Sciences

APPENDICES

- NIAS 2018 SEP Committee's Report
- KNAW Reaction on the 2018 SEP Report
- NIAS Director's Reaction to the 2018 SEP Report
- NIAS Scientific Board's Reaction on the 2018 SEP Report
- NIAS 2020-2023 Strategienota (in Dutch only)
- NIAS 2020-2023 Strategy Plan (summary in English)
- NIAS 2023-2024 Update of the 2020-2023 Plan
(tables of targets and activities)
- 2024 NIAS DEI Action Plan (awaiting final KNAW approval)
- 2024 SEP Committee Terms of Reference (ToR)

Creativity & Inspiration

**The 2017 evaluation of the Netherlands Institute for Advanced Study
in the Humanities and Social Sciences (NIAS)**

Amsterdam, December 2017-January 2018

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I. Introduction

This report reflects the evaluation of the NIAS, commissioned by the board of the KNAW. In principle, every six years each KNAW institute is evaluated by an independent evaluation committee, but the assessment of NIAS was postponed for three years to make it possible to incorporate the move from Wassenaar to Amsterdam in 2016.

The review committee consisted of:

- Prof. dr. Ivo Giesen, Private law, Utrecht University, Chair
- Prof. dr. Andrea Evers, Health Psychologist, Leiden University
- Prof. dr. Fred Weerman, Dutch Linguistics, University of Amsterdam
- Dr. Thorsten Wilhelmy, Comparative Literature, Secretary Wissenschaftskolleg zu Berlin (WIKO)
- Prof. dr. Björn Wittrock, Social sciences, SCAS, Uppsala University
- Dr. Bertram Mourits, Independent secretary

Short CVs of the members of the committee are included in appendix 1.

The site visit took place on November 28 and 29, 2017. The program of the site visit is included in appendix 2. The review committee had received several documents in advance.

- *Standard Evaluation Protocol 2015-2021*
- *Terms of Reference for the external evaluation of NIAS of the period 2011-2016 (ToR)*
- *Manual for research assessments of the Academy Institutes (2016)*
- *Self-evaluation 2008-2017*
- *From Cloister to Beehive (Midterm-evaluation, 2014)*
- *Results and recommendations of the Evaluation of NIAS 2002-2007*

and, during and after the site visit:

- *NIAS Highlights of the Academic Year 2016-2017*
- *Research Group 2017-2018*
- *Financial Summary NIAS*

The assessment was conducted as much as possible in accordance with the (procedures as described in the) *Standard Evaluation Protocol 2015-2021* but in some instances this SEP protocol could not be followed. This is due to a difference in nature between NIAS and the other KNAW institutes that needs to be noted: there are no scientific research programs formulated or conducted by NIAS and its staff since the institute functions as a facilitator in different parts of the scientific process of academics working on their own research agenda. Therefore, judging the quality of scientific output, can only indirectly (if at all) be an indicator of the quality of the institute as such, and it is thus impossible to provide the SEP Protocol D1 Table with output indicators.

In light of this, the committee was asked to assess to what extent NIAS fulfils its role as a place where researchers in the humanities and social sciences have the chance to develop their academic work in ways that are not possible in their institutions of origin, and how much the interdisciplinarity that characterizes NIAS' quarters actually influences scientific work done there. Furthermore, the committee was provided with specific Terms of Reference (ToR) by the

KNAW that differ somewhat from the SEP standard. These terms will be referred to hereafter in due course.

The format of this evaluation report is in general in line with the structure provided for by the SEP protocol, but again, some differences from that format were unavoidable (e.g. there are no PhD programmes to assess and research integrity is not a policy issue for NIAS).

II. Review of the Institute

1. Strategy, mission and targets

NIAS is a national institute that offers fellowships to Dutch and international scholars and thus the opportunity for them to stay at the institute and work on their own projects, be it (usually) scientific research or the writing of a book or paper. NIAS offers offices, research facilities, a library and accommodation, in case commuting to Amsterdam would take longer than 90 minutes one way. Researchers can apply for funds that enable their home university – at least to a certain extent – to replace them in their teaching responsibilities; this gives researchers working at NIAS the time to work on their projects without the distraction of everyday obligations, in an environment with several other scholars from different fields, as well as some artists, authors and journalists, that may broaden their horizon. The projects are for the most part initiated on an individual basis by the fellow in question, but there are also theme groups (comprised of two or more fellows and possibly also some guest researchers) in which scientists from different fields work on shared themes, from different angles and territories. The fellows are usually selected from the fields of humanities and social sciences but the directorate also connects with the life sciences, where possible, in order to allow interdisciplinarity to blossom on a daily basis.

It became clear for the committee that the main aim and strategy of NIAS – to provide researchers with time, space and sources of inspiration for their academic work – was shared and highly appreciated by everyone involved with NIAS. The whole institute is centred on providing ideal circumstances for focused research, and the committee heard this ideal described in many colourful ways. NIAS is, the committee concludes, what it wants to be: a safe haven for curiosity driven science in a day and age where these kinds of circumstances have become increasingly rare.

The interdisciplinary nature of the group of fellows of a particular academic year has the promise to yields surprising cutting-edge results. These cases, where the whole is more than the proverbial sum of its parts, are largely due to the role of the director in the last stage of the process of selecting the fellows, since at that stage the balance (between disciplines, gender, age, and so on) within the group of fellows is set.

This selection procedure, in short, is currently as follows: application is completely open to the outside world, even though the director does sometimes inform interesting researchers of the possibilities of applying for a fellowship (without any promises or giving any guarantees). There are no research programmes and no permanent fellows, an aspect of NIAS that is cherished by both the directorate and the scientific advisory board. Every proposal is judged by two independent external reviewers, usually from a list of some 60-80 experts in their respective fields. The criteria are: quality of the project, quality of the applicant, and value of the project to the scientific community. Only the proposals that are deemed to be excellent (rated as A) in all three categories are allowed in the final part of the selection process, where the directorate of NIAS compiles the group of fellows for one year, based on factors such as Dutch vs. international, disciplines, region, gender, age, other forms of diversity.

2. Assessment on the basis of SEP terms

In line with the ‘Strengths’ mentioned in NIAS’ own SWOT analysis, the visitation committee came to the unanimous conclusion that NIAS is an excellent institute that can still hold its own against the best Institutes for Advanced Study in the world. It is a service orientated and

welcoming place for reflection, imagination, a haven for intellectual retreat that offers a break from everyday routine to make room for creativity and inspiration, and thus for better research.

The institute is unique in the Dutch landscape. It has an excellent international reputation as well, with outreach all over the academic world, although this comes with one notable reservation: there is a strong emphasis on the Anglo-Saxon academic world.

The committee sees NIAS as an inspiring place where mono-disciplinary questions can be asked and answered in an interdisciplinary context; occasionally, a thorough interdisciplinary approach is practiced in the theme groups. The organisation of NIAS – with the daily communal lunch and weekly seminars centred around the research by and for the fellows – orchestrates cross-fertilization as a matter of course. There seems no need to force this upon the fellows more than through these measures. For the committee, NIAS thus ranks as an institute with added value, both nationally and internationally.

a. Research quality

The quality of the research conducted at NIAS, one of the most important factors in SEP reports, is difficult to judge adequately, as said: NIAS does not have its own scientific program. The institute is a facilitator, not an instigator or conductor of research.

Having said that, it has become quite clear that the output of NIAS fellows is very high, qualitatively and quantitatively; the selection process a fellow has to go through before becoming NIAS fellow to a large extent guarantees this.

For the same reason, the institute's role as regards knowledge utilization and open access is inherently limited: the fellows (or perhaps: the institutes actually employing the fellows) are 'in control' (and thus responsible) when it comes to the (form of) dissemination and the use of the knowledge they gained while working at NIAS. The institute can only facilitate and stimulate here. Nonetheless, the committee sees opportunities for more outreach, e.g. by involving alumni more and triggering them in this respect (see the Recommendations in Chapter III). Also, a follow up of what has become of certain topics, research initiatives etc., after a given period of time, could be more thorough than is currently happening.

With regard to this subject, KNAW asked the committee explicitly to answer two questions. Firstly, if NIAS is "able to attract the most talented scholars and are they a reflection of the national scientific landscape, so that NIAS is able to play its national role?" With a relatively small research group (currently around 30 fellows), it is of course not possible to have a true "reflection" of the broad scientific landscape in the social sciences and humanities, but NIAS is able to select 'the best in the field'. And certainly on the basis of the Research Group 2017/18 the 'traditional', or at least: perceived, bias in favour of applicants from specific universities (e.g. Leiden University) is much less apparent than in former times; indeed, the spread amongst institutions from all over the country, is established: there are fellows from Tilburg, Groningen and Maastricht.

The second question put to the committee by the KNAW is related: 'Are there enough high-quality foreign applications?' Of course, the committee could not re-do or review an entire round of the selection procedure, so we cannot answer questions about the overall quality of the (non-selected) international applicants. But the committee can reiterate that more than 50% of the applicants are from outside The Netherlands, and high quality scholars from prestigious institutions all over the world are or have been present at NIAS. Given the fact that NIAS is

positioned in an international landscape in which there are currently some 150 competing IAS active worldwide, the quality of the international scholars it manages to attract is very high.

A related question asked by KNAW deals with the selection procedure: is it “sufficiently transparent and suitable for selecting the most talented applicants? Is the procedure efficient?” To start with the latter question: the procedure now involves two expert reviewers and the directorate, which is rather efficient from the perspective of time and effort put in from the review side. And although the procedure takes a significant amount of time, the committee does not consider an 8 month period to be (too) extensive, nor did the fellows that the committee spoke to. A move away from home – sometimes with family – and/or work for 5 or even 10 months takes time for planning anyway.

As to its transparency and suitability, the committee would like to express some hesitations. The fact that the directorate chooses from the applicants deemed excellent by their peers, makes the process somewhat vulnerable, and allows for improvement. Moreover, the simple mixing of candidates into a representative group following the results of an external evaluation is neither a satisfying principle for an Institute for Advanced Study nor a satisfying role for its director. The fact that neither the Scientific Advisory Board nor any other person or organ are actively involved in this process, does not alleviate this situation. The Scientific Advisory Board currently only assesses the selection process in general, afterwards.

It has also become clear that the selection process has the full attention of the directorship: the new director as well as the current, interim director are acutely aware of the necessity to further improve this process. This is apparent from the self-evaluation as well as from the discussions during the site visit. The committee agrees with this and will expand on this point in chapter III (Recommendations).

In summary: the committee assesses this aspect of NIAS as world leading/excellent (1)

b. Relevance to society

The second subject that has been evaluated by the committee was the relevance to society of the NIAS. There are two ways in which this relevance takes shape. First there is the cooperation with institutes and companies that sponsor fellowships at NIAS. Currently there are sponsorships from, for example, the Nederlandse Stichting voor Psychotechniek [the Dutch Foundation for Psychotechnique], the Royal Library, as well as UNESCO-L’Oreal: a scholarship especially devoted to women in science. These collaborations are very successful. There is, at the same time, a common understanding to make sure co-sponsorships will never make up more than 50% of the fellows.

Even more important – and essential to the mission of NIAS, as well as being a result of that mission – is the fact that by being isolated from their universities and day-to-day routines, the fellows are in the position to go beyond their usual contributions to science and to add a whole new spectrum of valuable insights, thanks to the increased creativity offered at NIAS. The high importance for society thereof seems, albeit largely unquantifiable, undeniable.

What is more, the output of NIAS fellows, during and also well after their stay, is not limited to the academic world: they often also hold (public) lectures (e.g. the newly developed, yearly NIAS lecture) and publish through non-academic fora, thus increasing public outreach. And the presence of artists, journalists and authors amongst the fellows is also an important factor here. NIAS is a place for academia, but also for the arts and society.

In summary: the committee assesses this aspect of NIAS as world leading/excellent (1)

c. Viability

NIAS's current viability has to be seen in the perspective of the recent move from Wassenaar to Amsterdam, and KNAW asked the committee to answer two questions about this move. The first question asks: "Is the leadership of the institute sufficiently aware of the opportunities this new environment offers for stronger positioning of the institute?"

This was an open question for the committee which we can now unequivocally answer in the affirmative. Risks as well as opportunities have been considered thoroughly, and several developments can be directly traced to the move.

As the midterm evaluation by NIAS in 2014 suggested, the move from a 'Cloister' to a 'Beehive' brought along with it the risk of less cohesion within the institute. The Wassenaar surroundings provided little to no distraction, whereas Amsterdam obviously has plenty to offer. Still, the fellows of 2016-2017, as well as the current occupants at NIAS, stressed the fact that there is a lot of interaction among the fellows, and there seemed little regret that NIAS is no longer situated in Wassenaar.

The fact that Amsterdam is located within reach of most universities, libraries, collections, museums, etc., increases its attraction for international fellows. Not surprisingly, the number of applications increased noticeably, making NIAS one of the most popular institutes within Europe. In the joint fellowship program EURIAS that is run by a consortium of 19 IAS's, NIAS attracts the second most applications: after Paris and before Berlin.

After the move to Amsterdam, there have also been shorter fellowships initiated at NIAS, fellowships of five, sometimes three months. There is a risk that social and intellectual cohesion will be more difficult to sustain, but on the positive side: the diversity of applicants with regard to gender as well as age, has since increased considerably. The fellows' house in the centre of town is a major asset to invite the group to spend time with each other. Apartments and communal rooms are crucial for the fellows invited as well as for the interaction among them, and the evaluation committee can testify that what is offered in Amsterdam is of high international standard. Shorter fellowships also make up for the fact that Amsterdam has less housing available for fellows than Wassenaar had, while in the meantime the number of applications has increased.

The trend seems to be that more early or mid-career female scientists want to work at NIAS: the average age of fellows is dropping and the number of female fellows is rising. According to one of the previous fellows this is related to the fact that the Amsterdam incarnation of NIAS is easier to reach. Also there is an increased presence of researchers who are in mid-career, whereas Wassenaar often attracted more senior researchers.

The conclusion has to be that this move was a good decision, probably even a necessary one for the long term viability of the institute, although the possible long term effects of the move still need to be monitored.

The move of course also created new challenges, especially with regard to housing, which is obviously much more expensive in Amsterdam than it was in Wassenaar. We will return to this subject in our Recommendations.

The second KNAW question to be answered deals with the communication strategy of the institute. At this moment, that leaves somewhat to be desired and we will return to that subject in our recommendations, but the committee acknowledges the fact that this is work in progress and that resources to do so have been scarce. Work on the new website will be finished

shortly and the self-evaluation report has some promising ideas to increase visibility and improve the communication strategy (e.g. interviews and impressions of work done at NIAS).

Unsurprisingly, the finances are the most problematic aspect of the viability of NIAS. The budget cut of 2014-2015 (when the lump sum was reduced from €2.511.000 to €1.750.000) has strained the service-orientated staff of the institute to its utter limits. The level of service is still very high, and the appreciation of the fellows for the warm and welcoming staff is beyond question, but new budget cuts would create problems that might be difficult to solve: NIAS already has a very modest budget, especially when compared to similar prestigious international institutes. What is troubling here, because it allows for 'easy' cutbacks, is that NIAS has a relatively simple option to control the budget: inviting less fellows means spending less money. And even though that might seem as an attractive avenue to those in need of finding additional ways to save on spending (instead of having to fire permanent scientific staff members) this is obviously not a viable or fair solution to financial difficulties. One should not overlook the fact that less fellows means: higher relative overhead costs, a reduced chance of successful interdisciplinarity; NIAS would threaten to lose its viability and might not be as attractive for other excellent researchers.

Furthermore, the committee reiterates that NIAS's financial position has weakened considerably over the last years; among others due to a human resources problem (laying off an expensive but no longer maintainable employee) the institute's equity has fallen below the desired percentage of (in NIAS' case) 26%. This makes the institute financially vulnerable, especially if NIAS wants to continue to compete with other IAS's all over the world that are in much healthier financial condition. For example, the compensation offered to universities in order to invite the fellows to come to Amsterdam is rather small compared to what international competitors may offer – a fact that will have an impact also on the quality of the researchers an institute is able to attract. In that sense, the current size, financial policy and state of play does not contribute in the manner it should do to NIAS' mission. We will come back to this in chapter III (Recommendations).

In summary: the committee assesses this aspect of NIAS, weighing the different substantive and financial sides to it, as very good (2)

III. Recommendations

The review committee would like to offer the following recommendations, which are in line with most of the elements mentioned in the SWOT analysis by NIAS itself.

1. *The Selection Process*: Although the selection procedure has functioned well until now, and its primary focus on ‘excellence’ is to be continued, this is an element that needs to be addressed, in light of current demands as regards transparency. The procedure is already under review and most of the suggestions in the self-evaluation report seem worth considering further. The idea that the procedure is open is appreciated by the committee but increased clarity seems to be necessary to further attract the best possible fellows.

Thus the committee recommends adjusting the procedure in the near future, keeping the following points of interest and/or questions on the agenda:

- Who are the (external) reviewers that NIAS uses and are they known to the public? Are they, and should they be connected to NIAS? Is the quality of the reviews satisfying, and are they comparable in terms of standards applied, criteria, quality of argument etc.?
- Should there not be a committee ‘in-between’ these reviewers and the director, who should remain to have the final say, advising him on the final balancing act when selecting the group of fellows? Would the Scientific Advisory Board be a suitable organ for that role (possibly in a new set up)?
- And while being fully aware of the enormous amount of extra work that would entail, how about conducting pre-selection interviews (either via skype or live) with candidates? Although the committee itself is not sure whether that be beneficial and would not overburden the staff, it might be considered, particularly in order to find out whether an individual candidate is capable and prepared to interact with fellows from different scientific backgrounds.
- Consult the KNAW and see whether elements and/or procedures of their selection procedures could be helpful for NIAS to implement.

Further, we would like to recommend to continue the policy of striking a balance between ‘end of career’ researches and people who are in the middle of their academic career. The possibility of inviting specific candidates could also be explored further, although one should look beyond the NWO and ERC laureates only. Maintaining diversity – gender, age, disciplines, but certainly also territory (which is underdeveloped), and so on – should remain a prominent goal and could be served by specific invitations. The international character of NIAS should definitely remain one of the overall principles: defining NIAS as a national institute does not mean that the number of Dutch fellows should be increased. Quite the contrary: being the national institute would mean that its international outreach and visibility is crucial for this position. Also, not unimportantly, when attracting possible fellows, the open-mindedness (in the academic, cross-disciplinary sense of the word) of the candidates should also be one of the main concerns; the urgency of the topic at hand might be another (new) element for selection, also in light of NIAS’ relevance to society. The foregoing implies that the committee would not recommend to start from pre-designed, top down implemented research clusters or themes.

2. *The Scientific Advisory Board*: Related to the previous recommendation, and in order to strengthen the governance of NIAS, the Scientific Advisory Board should be expanded to at least

twice its current size. Moreover, at the moment the Board is too limited in its scope: more disciplines should be represented, reflecting the broad area of Social Sciences and Humanities. At least one of these members should be an international IAS-specialist who knows the specific problems an IAS encounters. The expansion of the Scientific Advisory Board might also strengthen the negotiation (lobbying) position of NIAS with regard to the Dutch universities as well as the KNAW (see also #6).

With a bigger and broader Scientific Advisory Board, its role in the selection procedure may increase too, see above at #1. The alternative option to install a separate, new organ for selection purposes, next to the Scientific Advisory Board, may have the advantage of keeping separate different tasks and different responsibilities but the drawback may be a more complex governance structure. In general a larger, more pro-active role of the Scientific Advisory Board might be useful. We would also recommend that NIAS make more use of experts in subject related KNAW-institutes; this could also enhance the ties between NIAS and the KNAW (and its Humanities and Social Science cluster in Amsterdam).

3. *A National Institute*. NIAS should continue to emphasize its role as a national institute for scientists from all of the country and from abroad. In the international context, and for its international outreach, it actually makes sense for NIAS to portray itself as a *Dutch* institution; especially since NIAS is in Amsterdam, the Dutch context has a lot to offer, certainly in the humanities and social sciences. Here, too, more options are available in Amsterdam than what has been exploited until now. Academics in the life sciences make up a much smaller part of the roster, which is hardly surprising due to lack of facilities (i.e. laboratories). Occasionally, the presence of fellows from the life sciences is to be welcomed, also in order to be attractive as an interdisciplinary platform for the broad variety of Social Science and Humanities, but it should not become NIAS' core business to attract people from the natural sciences (the committee does not consider the relative lack of fellows from the natural sciences to be a 'Weakness').

4. *Financial Stability*. We would strongly advise against any further budget cuts. There is an obvious tendency to recommend this with regard to excellent institutes, but the committee stresses that this statement goes well beyond that standard reflex. The quality of service and staff at NIAS is still very high, despite the cutbacks through the years, but it is of the utmost importance for NIAS that things stay that way in order to maintain its current position in the field of IAS's where competition is growing. Thus, it is equally important that the budget for the staff and fellows is not reduced any further. The staff is now dedicated but small in size, and thus vulnerable. We suggest KNAW to seek responsibility here also, e.g. by contributing to repair the situation with regard to the limited equity (and by tackling the underlying HR problem that presses heavily on the financial situation of NIAS) and to help out when specific investments (see e.g. below at #7) are needed.

Another financial aspect has to do with the new (more expensive) housing situation in Amsterdam. In the longer run, this might add to the vulnerability of the financial situation. The committee recognizes that the move to Amsterdam is of recent date and therefore most possibilities still need to be explored, but this has to be done swiftly. Several ideas came up during the site visit, including the sub-lending of the apartments during summer time (e.g. in a joint initiative with the Young Academy), housing in somewhat more distant locations (e.g. Haarlem)

or on a more modest level (e.g. other arrangements for relatives); the possibilities here are plentiful but they need to be explored soon rather than later.

The third recommendation related to finances is also partially taking place already: finding external sources of finance. For example in the creation of a fund: *Friends Of NIAS*. This might be a viable strategy to find money, e.g. in the Amsterdam cultural world, and it would also increase the social presence of NIAS in The Netherlands. Also new forms of sponsorships (alumni, commercial) should be further explored, in collaboration also with neighbouring institutes, of course without threatening the independence of NIAS. The ‘Opportunity’ of attracting European grant money as mentioned in the self-evaluation, might be too ambitious however.

5. *Cherish your Alumni*: To increase its visibility in the long run and to put more emphasis on its academic successes, but also in relation to its knowledge utilization, it is advisable for NIAS to actively stay in touch more with the fellows after they have left, and make use of their strong commitment to NIAS by defining them as ambassadors. The ‘follow up’ strategy needs to be professionalized such that in publications, prizes and awards of alumni the relation with NIAS becomes better visible. The committee senses that it might very well be possible to profit more from the gratitude of successful ex-fellows. The committee advises that an overarching Alumni strategy be thought out, e.g. to improve visibility and create more funding by relating to these alumni.

6. *Lobby for the Institute*: The institute needs a strong advocate, reflecting the important and unique position it has among the KNAW (research) institutes; its vulnerability financially demands a somewhat stronger sense of urgency from the leadership and the power to lobby its cause effectively (see #2 also). Here too, we wish to stress how important it is to increase support (practical and financial) from universities, and faculties. The new director should thus invest in the ties with the universities and, in particular, the faculties from which the institute will recruit fellows. Therefore, the added value that research done at NIAS has, compared to regular research time at universities, should be made more explicit. Support of university administrations (and the VSNU) is important, but to really gain that support, the added value for a university is apparently often still too unclear. Since there are no regular output indicators to help out here, which might make it more difficult for NIAS to legitimize its position, there is ample need for a strategy to make its output, through the fellows, more visible (see also recommendation #5).

7. *Communication Strategy (& Visibility)*: Investments are necessary in the area of the communication strategy because the aims and strategy of NIAS are not fully broadcasted as of yet, leaving its visibility less than to be desired. The committee is aware of the fact that a new website is in advanced stage of preparation, and the first samples looked promising. But continuity in communication strategies (e.g. announcements of lectures, press communications, etc.) demand ongoing commitment and the investments to back that up. Given the financial state of affairs, this is a dilemma, but the committee would expect the KNAW to be of assistance here were possible to make sure that scientific creativity and inspiration can continue to thrive at NIAS.

IV. Appendices

1. Members of the assessment committee

Prof. dr. I. Giesen (chair)

Ivo Giesen (1972) was appointed in 2004 as Professor of Private Law at the Molengraaff Institute for Private Law, Utrecht University, and is currently also member of the *Utrecht Centre for Accountability and Liability Law* (Ucall). After defending his thesis at the University of Tilburg on ‘Bewijs en aansprakelijkheid’ (Den Haag 2001), he worked there as both postgraduate and senior lecturer. Since 2006, Ivo Giesen also serves as honorary deputy justice in the Court of Appeal at ‘s-Hertogenbosch. His current research interests include the (multidisciplinary) study of Tort Law, Civil Procedure, Adjudication and Administration of Justice, and the areas of law related to these subjects. Giesen holds several editorial positions and was elected as member of the Royal Dutch Academy of Sciences (KNAW) in 2010 and as member of the Hollandsche Maatschappij der Wetenschappen (KHMW) in 2017. In 2012 he was chosen as Utrecht University’s ‘Teacher of the Year’. In 2008 he was Visiting Professor at Rhodes University, Grahamstown, South Africa, and in 2017, he was visiting teacher at Leuven University, Belgium.

Prof. dr. A.W.M. Evers

Andrea Evers is professor of Health Psychology and chair of the Health-Medical-and-Neuropsychology-Unit at Leiden University. She received her PhD (cum laude) in 2003 at Radboud University, she was appointed professor of Psychobiology at Radboud University in 2011 and Professor of Health Psychology at Leiden University in 2013. Andrea Evers obtained several awards and personal grants for excellent researchers (e.g. NWO-Veni 2004, NWO-Vidi 2009, ERC Consolidator Grant 2013, NWO-Vici 2017) for her innovative, interdisciplinary and translational research on psychoneurobiological mechanisms and treatments for health and disease. Her research is characterized by a strong interdisciplinary focus, particularly due to connecting Social Sciences with Biomedical and Life Sciences, in addition to collaborations with Neuroscience and Humanities. In the period 2013-2018, she was a member of the Young Academy (De Jonge Akademie) of the Royal Netherlands Academy of Sciences.

Prof. dr. F.P. Weerman

Fred Weerman (1957) is professor of Dutch Linguistics and currently dean of the Faculty of Humanities of the University of Amsterdam. He studied Dutch Language and Literature and General Linguistics at Utrecht University, where he received his doctor’s degree in 1989. In 1988 he was appointed assistant professor at this university and in 1989 associate professor. In 1998 he became also affiliated to Utrecht’s University College. He was appointed full professor at the University of Amsterdam in 2001. He was a visiting professor at several universities, among which Madison, Wisconsin and the Australian National University, Canberra. He was a fellow of the Netherlands Institute for Advanced Study in 2011. Weerman was, amongst others, chair of the *Landelijke Vereniging van Neerlandici (LVVN)* and several NWO Veni committees. He was a member of the supervisory board of the Fryske Akademy of the Royal Netherlands Academy of Arts and Sciences (KNAW) and served in several committees of the *Taalunie*. He holds several editorial positions. He is chair of the supervisory board of CREA, the cultural organization of the University of Amsterdam (UvA) and the Amsterdam School of Higher Education (HvA)

Dr. Thorsten Wilhelmy

Thorsten Wilhelmy (1973) studied Comparative Literature, German Literature, and History at Saarland University and earned his doctorate in 2003 with a thesis on the reception of mythology in the narrative texts of Thomas Mann, Christa Wolf, John Barth, Christoph Ransmayr, and John Banville. From 2003 to 2008, he was a consultant with the Bischöflichen Begabtenförderung Cusanuswerk (Cusanus bishop's program to foster the gifted) and, from 2008 to 2012, a consultant with the Science Council in the Department of Tertiary Education. Between 2005 and 2012, he also had a teaching position in Comparative Literature at the University of Bonn. Since 1 August 2012, Thorsten Wilhelmy has been the Secretary of the Wissenschaftskolleg zu Berlin, Institute for Advanced Study.

Prof. dr. Björn Wittrock

Björn Wittrock is University Professor at Uppsala University and Principal of the Swedish Collegium for Advanced Study (SCAS), Uppsala. He is a member of the Royal Swedish Academy of Sciences and chair of the class of Social Sciences in the Academia Europaea, and of the editorial board of its journal *European Review*. Björn Wittrock has worked extensively with research councils, academies, and institutes for advanced study in a number of countries. He was President of the International Institute of Sociology (founded in Paris in 1893) in the years 2005-2013. He has published extensively, in the fields of intellectual history, historical social science, social theory, and civilizational analysis. In 1999, Björn Wittrock was awarded the Torgny Segerstedt Medal. In 2003, he received an honorary doctorate at the University of Tartu. In 2008, he was awarded the Federal Cross of Merit (Bundesverdienstkreuz, 1. Kl) by the President of the Federal Republic of Germany. In 2009, he was awarded "H.M. the King's Medal (8th class) in the ribbon of the Order of the Seraphim" by the King of Sweden for "significant contributions to Swedish social science research". He is an international Honorary Member of the American Academy of Arts and Sciences.

Dr. G.P.M. Mourits (secretary)

Bertram Mourits (1969) wrote his dissertation on Dutch poetry of the 1960s at Utrecht University and at the University of California at Berkeley as a Fulbright Scholar. After he got his PhD, he started working in publishing, as an editor in chief in non-fiction and poetry at Atlas Contact. Since 2018, he is head of collections at the Literature Museum (The Hague). He is a freelance publicist, writing about literature and popular music. Since 2006, he has acted as the independent secretary for several KNAW evaluation committees.

2. Program: site visit NIAS

29 November 2017

- 9:00 - 10:15 Meeting with directorate NIAS (Theo Mulder, director a.i., Petry Kievit (policy officer))
- 10:15 - 11:00 Guided tour (OIH and Fellows House – Kloveniersburgwal 23)
- 11:00 - 12:00 Meeting with former fellows/ NIAS fellows Association (Alumni network) (Prof. dr. Philip Spinhoven – chair NFA; Prof. Sarah Durston (neuroscience); Prof. dr. Ken Henkes (demography), Prof. dr. Henk Jan Honing (music) and Dr. N. Akkerman (literature)).
- 12:00 – 12:30 Discussion committee
- 12.30 – 13.30 Lunch
- 13.30 – 14:30 Meeting with the NIAS staff
- 14:30– 15:30 Meeting with Chair of Scientific Advisory Board: Prof. dr. Johan Schot (Sussex)
- 15.30 – 16:30 Discussion committee

30 November

- 9:30 – 10:15 Meeting with the newly appointed director Prof. dr. Jan Willem Duyvendak
- 10:15 - 11:30 Meeting with theme group (title: *Diaspora: migration and the sciences*. Members:
Prof. dr. Leonard Rutgers (classical archaeology – Utrecht); Prof. Harry Ostrer (genetics – New York); Dr. Tracy Prowse – physical anthropology)
- 11:30 - 12:30 Meeting with current fellows (prof. Dr. Franjo Weissing (theoretical Biology; Dr. Nicolas Trepanier (history); Prof. dr. Joep Leersen (European Studies); Prof. dr. Frederik Swennen (Law); Sanne Blauw – journalist in residence, Dr. Welmoet Boender (Islamic Studies))
- 12:30 – 13:30 Lunch
- 13.30 – 14.30 Financial aspects of NIAS (Dr. Theo Mulder and drs. Yildiz van den Akker, Director Shared Service centre KNAW Humanities Cluster)
- 14:30 – 15:30 Final discussion with directorate NIAS
- 15.30 – 16.00 Final discussion committee
- 16:00 – 16:30 Preliminary conclusions

3. Quantitative data on financing (provided by NIAS)

1. Introduction

The KNAW Humanities Cluster includes the IISH, Meertens Institute and Huygens ING. Its shared service center (SSC) grants services for NIOD and NIAS. The services for NIAS are: human resources, finance & control, IT (hardware/software and services) as well as facilities & support. The shared service center has approximately 50 employees and 35 full time equivalents. Fully dedicated to NIAS are: 0,7 fte for finance & control, 0,4 fte HR, 1,75 fte facilities, 0,8 fte management assistance and 0,5 fte reception. In total 4,15 fte representing €320.000. A management fee of 0,1 fte is charged.

2. 2016-2017

In August 2016, when the relocation of NIAS from Wassenaar to Amsterdam was a fact, the renovation of the building was not finished yet. In October 2016, the SSC took up its new quarters, and the organization structure had to be developed anew. This created a gap in supporting NIAS of 3 months. The extra costs for hiring support personnel, as well as investments in equipment and inventory, influenced the result of 2016 in a negative way. A more stable period began in March 2017.

3. Facts and figures

The lump sum budgeted for 2017 was €1.953.000. The actual lump sum 2017 is slightly higher due to a compensation in wage indexation and a higher compensation for the housing costs.

The lump sum is divided into 3 parts. Housing (KNAW H) , personnel (KNAW P) and other material costs (KNAW M).

Exploitatie Totaal 350 NIAS (bedragen * € 1.000,-)	2017 prognose bij Q3	2017 begroting	2016 realisatie	2017-/-2016 estimated 2017 -/- 2016	2018 begroting	2019 begroting	2020 begroting	2021 begroting
Baten								
Bijdrage KNAW P-deel	1.484	1.484	1.487	-3	1.484	1.484	1.484	1.484
Bijdrage KNAW H-deel	390	203	185	205	438	441	444	444
Bijdrage KNAW M-deel	266	266	266	0	266	266	266	266
Bijdrage KNAW loon- en prijsbijstelling	44	0	41	3				
Totaal Basisfinanciering	2.184	1.953	1.979	205	2.188	2.191	2.194	2.194

The only free disposable lump sum is for personnel and other material costs. This adds up to 1.7 M euro.

Exploitatie Totaal 350 NIAS (bedragen * € 1.000,-)	2017 prognose bij Q3	2017 begroting	2016 realisatie	2017-/-2016 estimated 2017 -/- 2016	2018 begroting	2019 begroting	2020 begroting	2021 begroting
Baten								
Bijdrage KNAW P-deel	1.484	1.484	1.487	-3	1.484	1.484	1.484	1.484
Bijdrage KNAW M-deel	266	266	266	0	266	266	266	266
Bijdrage KNAW loon- en prijsbijstelling	44	0	41	3				
Totaal Basisfinanciering	1.794	1.750	1.794	0	1.750	1.750	1.750	1.750

The external income from special fellowships is approximately 200K euro per annum. Because the costs of salary, housing for fellows and staff increased, whereas the lump sum remained more or less stable it is planned to increase the income from special (sponsored) fellowships and other external income to about 350K euro per annum. A number which has to be achieved within the next four to six years.

The total costs of NIAS estimated Q3 2017 are budgeted on: 2.445M euro (included is 390K euro of Housing costs. This number is fully compensated by the lump sum H part. Without the housing costs the total costs are: €2.055.000. The total income without the H part is 2.016 M euro (222 K euro other income). The result of 2017 is estimated of -€39.000. In 2018 the total income is estimated at 2.083M euro, the total costs at 2.106M euro. The result of 2018 is estimated at -23.000 euro negative.

The total costs of the SSC are approximately: 540K euro (facilities, personnel, IT, support& assistance). These costs are shown in the above mentioned figures.

The ratio between the amount of the lump sum designated to the staff and the fellows is: 27% staff and 73% fellows. The ratio between the costs is: 38% staff and 62% fellows. The ratio is calculated using the indicators: amount of staff/fellows, square meters office, square meters studio's and apartments.

4. Housing and facilities

There is a difference between housing costs and facilities. The KNAW lump sum compensates only the rent of the Oost Indisch Huis (office NIAS) and the studio's at the Kloveniersburgwal. All remaining costs related to housing must be compensated by the lump sum M part or by other income. The apartments for families must also be compensate by the lump sum M part. The total costs of these apartments amount to 170K euro per annum.

5. Private equity

(x € 1.000)	Realisatie 2014	Realisatie 2015	Realisatie 2016	Prognose Q3 2017	MJB 2018	MJB 2019	MJB 2020	MJB 2021
Eigen vermogen (na resultaatverdeling)	1.224	1.102	444	411	350	350	350	350
Totaal baten	2.746	2.133	2.216	2.360	2.521	2.474	2.467	2.467
Weerstandsvermogen (EV/Tot. baten)	45%	52%	20%	17%	14%	14%	14%	14%
Balanstotaal	2.904	2.513	2.248	2.016	1.798	1.716	1.646	1.458
Weerstandsvermogen (EV/Balanstotaal)	42%	44%	20%	20%	19%	20%	21%	24%

The largest decline in the private equity (reserve funds) took place in 2015-2016. A provision has to be formed for covering the costs of unemployment of an employee who was dismissed in 2014. The institutes of the Royal Academy bear the risk of unemployment themselves. The total costs of the provision added up to 500K euro for NIAS. Due to the relocation of the NIAS institute a provision for the assets in Wassenaar has to be formed, which is termed a disinvestment. This added up to €200.000.

The estimated level of the private equity (financial reserve) depends on the (type of) risks that an institute has to cover. The NIAS is dependent on the acquisition of sponsored fellowship in order to be able to reach a positive or close to zero financial end-result every year. The dependence of third parties income up to 13% of the total budget makes the NIAS vulnerable. The KNAW parameter for a required minimum of equity indicates an equity of 250K. For NIAS this is not enough. Because of the dependence of third party income the minimum equity for NIAS should be 26%, i.e. 550K.



KONINKLIJKE NEDERLANDSE
AKADEMIE VAN WETENSCHAPPEN

Netherlands Institute for Advanced Study in the Humanities
and Social Sciences / NIAS

T.a.v. de directeur,
de heer prof. dr. J.W. Duyvendak
Postbus 10855
1001 EW Amsterdam

Amsterdam, 25 april 2018

Kenmerk: FAO/AV/1543

Betreft: NIAS-evaluatie 2017

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Geachte heer Duyvendak,

beste Jw Willey

Het doet me veel genoegen je hierbij namens het bestuur van de KNAW het bestuursstandpunt over de NIAS-evaluatie 2017 toe te sturen. Het bestuur heeft het standpunt op 17 april vastgesteld.

Het voornemen is bijgevoegd bestuursstandpunt begin komende week op de website van de KNAW te plaatsen.

Met vriendelijke groeten,


Mr. Mieke Zaanen
Algemeen Directeur

Kopie aan:
Voorzitter van de Wetenschappelijke Adviesraad NIAS

Bijlage(n):

1

Evaluation of the Netherlands Institute for Advanced Study in the Humanities and Social Sciences (NIAS)

Comment of the board and management of the Royal Netherlands Academy of Arts and Sciences

It is a pleasure for the board and management of the Royal Netherlands Academy of Arts and Sciences (KNAW) to respond to the positive report of the evaluation committee, chaired by professor Giesen, that visited NIAS in November 2017. In formulating its comments the board also took into account the remarks made by the NIAS management (March 13, 2018) and the NIAS Scientific Advisory Board (March 19, 2018). The KNAW board would like to express its gratitude to the evaluation committee, the NIAS management and the Scientific Advisory Board for their extensive work, positive evaluation and constructive suggestions. Overall the suggestions are fully in line with the KNAW Strategic Agenda 2016-2020, in which the Academy intends to reinforce the connections between scientific disciplines and science organisations, between science and society and, internally, between the three societies and its research institutes. The text below discusses the recommendations of the evaluation committee one by one.

1. The selection process: Although the selection procedure has functioned well until now, and its primary focus on 'excellence' is to be continued, this is an element that needs to be addressed, in light of current demands as regards transparency. The procedure is already under review and most of the suggestions in the self-evaluation report seem worth considering further. The idea that the procedure is open is appreciated by the committee but increased clarity seems to be necessary to further attract the best possible fellows.

2. (.....) the Scientific Advisory Board should be expanded to at least twice its current size. Moreover, at the moment the Board is too limited in its scope: more disciplines should be represented, reflecting the broad area of Social Sciences and Humanities. At least one of these members should be an international IAS-specialist who knows the specific problems an IAS encounters. The expansion of the Scientific Advisory Board might also strengthen the negotiation (lobbying) position of NIAS with regard to the Dutch universities as well as the KNAW (see also #6).

These two recommendations are jointly addressed. The KNAW board agrees that the fellows-selection process should be more transparent with continued focus on excellence. In pursuit of this objective, the Scientific Advisory Board should be expanded and its composition should be broadened, whilst maintaining a position of independence. This will enrich the tasks of the Scientific Advisory Board, ensure engagement and contribute to increased visibility of NIAS.

The broadened and expanded Scientific Advisory Board should be primarily responsible for ranking candidates for fellowships based on evaluation of their applications. The NIAS management should take final responsibility for the quality, efficiency and transparency of the selection process and should guarantee diversity of the groups of fellows and stimulate group synergy. An increased role of an expanded Scientific Advisory Board should reinforce the selection process without extending its duration and further augmenting bureaucratic procedures and should not hamper its other statutory tasks as an independent advisory body for the NIAS management. The KNAW board invites the NIAS management and the Scientific Advisory Board to further professionalise the selection procedure in line with these concepts.

3. A national institute: NIAS should continue to emphasize its role as a national institute for scientists from all of the country and from abroad. In the international context, and for its international outreach, it actually makes sense for NIAS to portray itself as a Dutch institution; especially since NIAS is in Amsterdam, the Dutch context has a lot to offer, certainly in the

humanities and social sciences. (.....) Occasionally, the presence of fellows from the life sciences is to be welcomed, also in order to be attractive as an interdisciplinary platform for the broad variety of Social Science and Humanities, but it should not become NIAS' core business to attract people from the natural sciences.

The KNAW board agrees with the recommendation of the evaluation committee. The board is grateful that the evaluation committee provided support for the recent move of the institute to Amsterdam. This move, in conjunction with the appointment of a new director, places NIAS in an excellent position to develop an ambitious strategy towards further promoting its national position.

The board emphasizes that the full spectrum of opportunities that this recent move to Amsterdam provides with regard to visibility and positioning in the national and international context, still needs to be realised. With respect to the bridge to the (life) sciences, the board agrees with the NIAS management and the Scientific Advisory Board that the humanities and the social sciences should remain the core business of NIAS, and that connections to the (life) sciences should be actively explored in cases of added value.

4. Financial stability: We would strongly advise against any further budget cuts. There is an obvious tendency to recommend this with regard to excellent institutes, but the committee stresses that this statement goes well beyond that standard reflex. The quality of service and staff at NIAS is still very high, despite the cutbacks through the years, but it is of the utmost importance for NIAS that things stay that way in order to maintain its current position in the field of IAS's where competition is growing. Thus, it is equally important that the budget for the staff and fellows is not reduced any further. The staff is now dedicated but small in size, and thus vulnerable. We suggest KNAW to seek responsibility here also, e.g. by contributing to repair the situation with regard to the limited equity and to help out when specific investments are needed.

The NIAS management indicated that without a substantial increase in the NIAS budget, the ambitions in terms of public visibility, summer schools, workshops, and modern research support, cannot be realised. The Scientific Advisory Board noted that investments are needed in the support of the selection process, the intensification of the alumni policy, the search for sponsors, and the improvement of the communication process.

The KNAW board is fully aware that the recent budget cuts have substantially reduced the number of staff and fellows. *Ceteris paribus*, the board does not intend to further decrease the NIAS budget in the coming years. The KNAW board also welcomes the conclusion that, despite recent cutbacks, the quality of service is still considered as very high. Based on these conclusions, there might still be some room for immediate efficiency improvements within the limitations of the current budget, and the NIAS directorate is currently exploring these options with the support of the KNAW board. Subsequently a strategic agenda containing a thorough multiannual financial substantiation, should be established, in order to realise the full spectrum of ambitions and to enhance the long-term viability of NIAS. In drawing up such an agenda, the NIAS management should involve the Academy's Science Funds Department and the Events Department.

5. Cherish your alumni: To increase its visibility in the long run and to put more emphasis on its academic successes, but also in relation to its knowledge utilization, it is advisable for NIAS to actively stay in touch more with the fellows after they have left, and make use of their strong commitment to NIAS by defining them as ambassadors. The 'follow up' strategy needs to be professionalized such that in publications, prizes and awards of alumni the relation with NIAS becomes better visible. (.....) The committee advises that an overarching Alumni strategy be thought out, e.g. to improve visibility and create more funding by relating to these alumni.

The KNAW board agrees with the Scientific Advisory Board and the NIAS management to make more use of alumni as 'active ambassadors' for NIAS than is currently the case, and sees the recent revival of the Alumni Board as a concrete step in this direction.

6. Lobby for the institute: The institute needs a strong advocate, reflecting the important and unique position it has among the KNAW (research) institutes; its vulnerability financially demands a somewhat stronger sense of urgency from the leadership and the power to lobby its cause effectively (see #2 also). Here too, we wish to stress how important it is to increase support (practical and financial) from universities, and faculties. (.....) Support of university administrations (and the VSNU) is important, but to really gain that support, the added value for a university is apparently often still too unclear. Since there are no regular output indicators to help out here, which might make it more difficult for NIAS to legitimize its position, there is ample need for a strategy to make its output, through the fellows, more visible. See also recommendation #5.

The Scientific Advisory Board agreed that the support for NIAS in the Dutch research system should be increased, necessitating an active role of the NIAS management, the Scientific Advisory Board and the KNAW board. The NIAS management stated that the development of a professional communication strategy and new financial support policies form important priorities for the coming years. The 'follow up' strategy will be further professionalised, in order to render the connection between NIAS and the alumni's publications, prizes and awards made more visible. But the NIAS management expressed the opinion that without a substantial increase in the institute's budget, NIAS' ambitions in terms of public visibility cannot be realised.

The KNAW board, in consultation with the NIAS management, will actively help maintain and enlarge the practical support for NIAS in the Dutch research system. In line with the KNAW strategic agenda 2016-2020 the board underscores that reinforced inspirational interactions with universities and faculties, as well as with the members of The Academy, The Society of Arts and The Young Academy would help increase visibility and help invest in the ties with universities.

7. Communication strategy & visibility: Investments are necessary in the area of the communication strategy because the aims and strategy of NIAS are not fully broadcasted as of yet, leaving its visibility less than to be desired. (.....) But continuity in communication strategies demand ongoing commitment and the investments to back that up. Given the financial state of affairs, this is a dilemma, but the committee would expect the KNAW to be of assistance here were possible to make sure that scientific creativity and inspiration can continue to thrive at NIAS.

The Scientific Advisory Board suggested to appoint a (part-time) communication attendant for actively approaching the media, organizing book presentations, and collaborating with local and national partners that can reach an audience with scientific interest.

The KNAW board supports the continued involvement of the Academy's Communication Department as a strategic sparring partner for NIAS to further contribute to the NIAS communication strategy and visibility.

The board and the management of the KNAW trust that NIAS will make efforts to implement the recommendations successfully in the next years.

Amsterdam, April 2018

Directorate's Reaction to the NIAS Evaluation Report "Creativity and Inspiration"

The NIAS directorate is grateful to the committee for the way it has carried out its task in a thorough and precise way. We are pleased with the very positive results of the evaluation.

NIAS is a national institute that fulfills a unique niche in the academic landscape of the Netherlands and the NIAS directorate is glad that the committee endorses this national position in unequivocal terms. The directorate shares with the committee the view that NIAS is "a safe haven for curiosity-driven research in a day and age where this kinds of circumstances have become increasingly rare" and that NIAS is an excellent institute that belongs to the best institutes of advanced study in the world.

Alongside the extremely positive conclusions in its report, aptly titled "Creativity & Inspiration", the committee offered valuable suggestions for further improvement of NIAS policy and operational processes. One of the recommendations concerned the outreach of the institute. It was suggested to make more use of alumni as "active ambassadors" for NIAS than is currently the case. The recent revival of the Alumni Board can be seen as a first, concrete step in this direction.

The NIAS directorate sees the development of a professional communication strategy and new financial support policies (e.g. the creation of a fund *Friends of NIAS*) as one of the important issues for the coming years. The recently launched new website is an example of this aim which also addresses the recommendation to *cherish the alumni*. The 'follow up' strategy will be further professionalized such that the connection between NIAS and the alumni's publications, prizes and awards is made more visible.

The NIAS directorate fully agrees with the remarks of the committee concerning the international orientation of NIAS. For keeping its leading role as a *national* institute, an *international* outreach remains crucial.

The fellows-selection process is a crucial part of the operational processes within NIAS and has the full attention of the directorate. The evaluation committee recommends the installation of an additional committee 'in-between' the reviewers and the NIAS director in order to increase the transparency of the procedure. We agree with the committee that the selection process can be improved but we are not sure it will be necessary to install another separate scientific committee. Over the last few years, the NIAS Science Advisory Board (SAB) has been limited to overseeing processes but including a more substantive role in the selection process would enrich the task and ensure engagement.

In this perspective, we welcome the recommendation of the evaluation committee to extend the SAB. The board is currently small, which means it is limited in scope. More disciplines should be represented, to cover the wide range of Social Sciences and Humanities, and at least one of its members should be an international IAS-specialist who knows the specific problems and opportunities an IAS encounters. The expansion and broadening of the SAB would also strengthen the position of NIAS in relation to Dutch universities as well as the KNAW. The NIAS directorate welcomes this suggestion and, together with the chair of the SAB, will take steps to implement the expansion of this board. In case the SAB will get a more prominent substantive role, other options to guarantee a fair procedure have to be explored.

The NIAS directorate is hesitant about another suggestion by the committee to improve the selection process, namely to arrange pre-selection interviews with candidates. This would entail a significant administrative burden and NIAS does not have sufficient staff at the moment to ensure that this process can be carried out to the required standard.

Concerning the bridge to the (life) sciences, the directorate agrees with the committee that the humanities and the social sciences should remain the core business of NIAS. However, we would like to stress also that the presence of a number of scholars from the (life) sciences enriches debates between scholars.

We were pleased to see that the committee acknowledges and highlights the difficult financial situation of NIAS after the drastic budget cuts and the upheaval of moving from Wassenaar to Amsterdam. In order to ensure the institute's viability to realize the ambitions, it is vital that the financial situation improves. We see it as our responsibility to continue to set priorities within the existing budget to guarantee the primary functions of NIAS. However, without a substantial increase in the institute's budget, NIAS' ambitions – in terms of public visibility, summer schools, workshops, modern research support such as software and editing, et cetera – cannot be realized. Extra funds may be achieved by setting up new sponsored fellowships as well as by renegotiating contracts with existing sponsors, so that they fund a larger proportion of the real costs of a fellowship at NIAS. This policy has already been successfully implemented for a couple of fellowships.

However, our efforts in the short run alone will not be enough to ensure a sufficiently robust financial situation. Given the evaluation report's clear message about viability, we sincerely hope that the KNAW will be open to discuss a temporary increase in its financial support to NIAS, to alleviate the period of severe budget cuts. We hope that at least for the coming three years NIAS' budget can be increased, which would provide us with resources to realize NIAS' ambitions on the one hand, and to secure future, long-term external funding on the other hand.

To conclude, we would like to express our gratitude to the evaluation committee once again for its conscientious work and clear and incisive report and we look forward to a productive dialogue with the KNAW board about the committee's recommendations for the future of NIAS.

Aan de directie van de KNAW

Mr Zaanen

Directeur Onderzoek

KNAW

Postbus 19121

1000GC Amsterdam

Betreft: Rapport Evaluatiecommissie NIAS

Brighton, 16-3-2018

Geachte Mr. Zaanen,

De Wetenschapscommissie van het NIAS heeft met instemming kennis genomen van het rapport 'Creativity & Inspiration. The 2017 evaluation of the Netherlands Institute for Advanced Study in the Humanities and Social Sciences (NIAS)'. De kwaliteiten van het NIAS worden bevestigd en geprezen. *Research quality* en *relevance to society* worden *world leading* genoemd, en *viability* krijgt een *very good*. Het is mogelijk dat met een betere financiële situatie ook hier een *world leading* score zou zijn gegeven. We komen hier later op terug. De huidige strategie van het NIAS, met accent op het realiseren van een "safe haven for curiosity driven research" behoeft geen koerswijziging.

Met de commissie zijn wij van mening dat het NIAS een unieke en belangrijke plaats heeft in het Nederlandse wetenschapsbeleid. Nederland onderscheidt zich van andere landen met een topinstituut van deze hoogwaardige kwaliteit. Wij delen de mening van de commissie dat de verhuizing naar Amsterdam naar alle waarschijnlijkheid goed zal uitpakken.

Het rapport signaleert een aantal aandachtspunten voor de toekomst voor NIAS die wij onderschrijven, met name financiële stabiliteit, het vergroten van zichtbaarheid en maatschappelijke relevantie, en het verder ontwikkelen van een rigoureuze selectie procedure die bestand is tegen de toegenomen aanvraagdruk.

Graag reageren wij op de afzonderlijke aanbevelingen van de commissie:

Aanbeveling 1 Selectieproces

Wij onderschrijven de constatering dat het selectieproces kan worden verbeterd en stellen voor dat de directeur wordt uitgenodigd daartoe een voorstel te doen. Wij hebben geen reden om aan te nemen dat de kwaliteit van de reviewers onvoldoende is. De database met beschikbare en geschikte reviewers kan altijd worden uitgebreid: dat is een voortdurend proces.

Wij stellen voor dat de WeCo betrokken wordt in het selectie proces. Wij voeren hierover graag overleg. Meer details onder punt 2.

Wij kunnen ons vinden in de gedachte dat specifieke fellows een uitnodiging zouden kunnen ontvangen. Hierbij zouden wij vooral aandacht willen vragen voor fellows die komen van niet-Westerse landen. Een gericht uitnodigingsbeleid kan hier leiden tot meer diversiteit. Verder heeft het huidige selectiebeleid geleid tot een goede balans, zoals de commissie terecht constateert. Wij vinden de suggestie om te selecteren op interdisciplinariteit een goede gedachte en zouden willen voorstellen daarover een vraag op te nemen in het review formulier en dit als criterium te laten meewegen bij de selectie.

Wij denken verder dat het wel degelijk nuttig kan zijn om groepen uit te nodigen op specifieke thema's. Juist hierover zou de directeur overleg kunnen voeren met de KNAW instituten.

Aanbeveling 2 Wetenschapscommissie

Uitbreiding van de WeCo zien wij alleen als opportuun wanneer de WeCo inderdaad een rol gaat spelen in de selectie. Bij instelling van een apart selectiepanel komt de WeCo automatisch meer op een afstand te staan. In dat geval zien wij geen argument voor uitbreiding.

De evaluatie beveelt aan een internationale IAS specialist die op de hoogte is van specifieke problemen van IAS encounters op te nemen in de WeCo. Aangezien de verschillende instituten verschillende procedures volgen en zijn ingebed in een specifieke lokale context denken wij dat het vinden van zo'n specialist moeilijk is. Verworven ervaring met een IAS instituut (het NIAS of anderszids) zou echter wel een rol kunnen spelen bij de selectie van WeCo leden. Verder zou een lid van de WeCo kunnen deelnemen aan overleg tussen IASs of gezamenlijk met de directeur jaarlijks een bezoek afleggen bij een van de IASs.

Wij zijn het met de evaluatiecommissie eens dat de instelling van een aparte raad voor selectie de governance onnodig compliceert. Een extra voordeel van betrokkenheid van de WeCo is dat ze meer op de hoogte blijft van de aard en kwaliteit van de aanvragen en daardoor ook haar strategische adviesfunctie beter kan invullen. Een nadeel kan zijn dat de WeCo niet kan functioneren als volledig onafhankelijke bewaker van het selectieproces. Wij denken dat dit met een betere selectieprocedure ook niet nodig is en dat het jaarlijkse overleg tussen KNAW bestuur en de voorzitter van de WeCo deze rol kan vervullen.

Wanneer de WeCo een rol gaat spelen in de selectie van kandidaten, kan ze niet de instantie zijn waar kandidaten bezwaar kunnen aantekenen. Op dit moment is dit echter ook niet het geval, en wij zien geen reden om deze situatie te wijzigen. Hoewel de WeCo niet op de hoogte is van voorbeelden van indieners die bezwaar wilden aantekenen, achten wij het overigens wel degelijk noodzakelijk een adequate beroepsprocedure op te zetten.

Wij kunnen ons vinden in de constatering van dat commissie dat een groot nadeel van het betrekken van de WeCo bij de selectie is dat de werkdruk van de WeCo substantieel zal toenemen, en dat uitbreiding met aantal leden wenselijk is (psychologie, rechten, mediastudies en literatuurwetenschappen worden op dit moment onvoldoende vertegenwoordigd). De toenemende werkdruk dient bestreden te worden met een uitstekende ondersteuning. Hierbij kan de aanpak die NWO volgt als voorbeeld worden genomen. De WeCo zou deze extra taak dan ook alleen op zich kunnen nemen als de NIAS directeur en KNAW de noodzakelijk ondersteuning mogelijk maken. Die ondersteuning is echter ook noodzakelijk met de instelling van een compleet nieuw selectie panel.

Het selectieproces betreft niet alleen individuele aanvragen maar ook thema-aanvragen. Wij stellen voor dat dergelijke aanvragen tot stand komen op advies van de directeur in overleg met KNAW

instituten, universiteiten, de WeCo en het KNAW bestuur. Dit instrument biedt de directeur de mogelijkheid het NIAS te profileren en onderzoek te laten aansluiten bij Nederlandse prioriteiten. Hier zal de WeCo advies geven over mogelijke thema opties en helpen bij beoordelen van de kwaliteit van de uiteindelijke themaanvraag. Themagroepen kunnen ook 2 of zelfs 3 jaar voordat ze bijeenkomen op het NIAS worden geselecteerd. Indien het KNAW bestuur en de NIAS directeur meegaan in het idee van *commissioned* themagroepen, zal de directeur door het bestuur kunnen worden uitgenodigd met een voorstel te komen. Deze themagroepen zouden ook kunnen worden gevraagd een rondetafel discussie te organiseren en een rapport of *research brief* uit te brengen. Dit zal de door de evaluatiecommissie gewenste zichtbaarheid van het NIAS verbeteren en de lobby voor het NIAS en de relevantie voor de samenleving versterken.

De aanbeveling om interviews onderdeel te maken van het selectieproces vinden wij niet zo'n goed idee. Uiteraard kan dit relevante informatie opleveren, maar de aanvraag- en selectiedruk zijn al hoog, en een commissie van experts moet ook zonder interviews fellows kunnen selecteren.

Aanbeveling 3. NIAS als nationaal instituut

Wij zijn het eens met de aanbeveling om geen structurele uitbreiding te zoeken naar de natuurwetenschappen. De gedachte dat het mogelijk is een uitzondering te maken is een goede. Dit zou met name ook relevant kunnen zijn voor themagroepen. Een andere gedachte is dat het NIAS wel interdisciplinaire fellows kan proberen uit te nodigen die werken met de technische en natuurwetenschappen. De WeCo deelt de nadruk die de evaluatiecommissie legt op het nationale karakter van het NIAS: naast het uitbaten van de Amsterdamse context, dient het NIAS zich blijvend te richten op het gehele land.

Aanbeveling 4 Financiële stabiliteit

Wij zijn erg gelukkig met de aandacht die de commissie besteed heeft aan de financiële situatie van het NIAS. Binnen de huidige NIAS budgetten zijn op dit moment geen verdere investeringen mogelijk, en er is geen ruimte om tegenvallers op te vangen. Dat achten wij een zorgelijke situatie. Investerings zijn gewenst, met name in de ondersteuning van het selectieproces, het intensiveren van het alumni beleid, het zoeken naar sponsors (het voorgestelde Friends of NIAS fonds is een uitstekend idee, maar vergt ook investering) en het verbeteren van het communicatieproces (en eventueel de ondersteuning van een roundtable). Wij stellen voor dat er een lange-termijn financieel plan voor het NIAS wordt opgesteld waarin de huidige risico's worden ingeperkt, ruimte wordt geschapen voor meer investeringen en de *viability* op lange termijn het centrale uitgangspunt is.

Aanbeveling 5 Werk meer met Alumni

Wij zijn het van harte eens met de suggestie om een alumni-strategie te ontwikkelen, met daarin de elementen die worden voorgesteld door de evaluatiecommissie.

Aanbeveling 6 Lobby voor het NIAS

Wij zijn het ermee eens dat het NIAS haar draagvlak in het Nederlandse wetenschapssysteem actief moet onderhouden en vergroten. De directeur speelt hierin een sleutelrol, maar ook het KNAW bestuur kan hierbij worden betrokken. Het NIAS kan haar legitimiteit inderdaad vergroten door meer systematisch contact te houden met alumni en de output van fellows en alumni meer zichtbaar te maken, waardoor het NIAS meer maatschappelijke zichtbaarheid krijgt.

Aanbeveling 7 Communicatiestrategie en zichtbaarheid

Wij kunnen ons vinden in de aanbeveling dat het NIAS meer moet doen om haar zichtbaarheid te vergroten. Het opstellen van een communicatiestrategie zou hierbij kunnen helpen, alsmede bijvoorbeeld de eventuele aanstelling van een (part-time) communicatiemedewerker. De WeCo is daarbij van mening dat het aanstelling van een communicatiemedewerker alleen zinvol is wanneer zijn of haar werkzaamheden een sterk inhoudelijk karakter hebben en zijn ingebed in een NIAS-breed gedeelde visie op wetenschapscommunicatie. Deze zou voor ieder project een uitgangspunt kunnen vormen en leiden tot meer *outreach* activiteiten. De communicatiestrategie zou breed ontwikkeld kunnen worden, bijvoorbeeld door actiever de media te benaderen, boekpresentaties te organiseren, en door samen te werken met Amsterdamse en landelijke partners die een wetenschappelijke geïnteresseerd publiek weten te bereiken (zoals bijvoorbeeld SPU125). Ook het werken met alumni moeten ondersteunen, en de maatschappelijke relevantie van het werk dat binnen het NIAS wordt verricht moeten vergroten.

Namens de Wetenschapscommissie

Met vriendelijke groeten

Johan Schot

Voorzitter

**EEN INTELLECTUELE VRIJHAVEN VOOR
WETENSCHAPPELIJK EN ARTISTIEK ONDERZOEK**

STRATEGIENOTA

**Netherlands Institute for Advanced Study
(NIAS-KNAW)**

2020 - 2023

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1 VOORWOORD

1.1 Missie

Het *Netherlands Institute for Advanced Study in the Humanities and Social Sciences* (NIAS) is onderdeel van de Koninklijke Nederlandse Academie voor Wetenschappen (KNAW). Het is na Princeton en Stanford het oudste *Institute for Advanced Study* (IAS) in de wereld en was bij de oprichting in 1971 het eerste in zijn soort in Europa.

NIAS-KNAW heeft als missie **een intellectuele vrijhaven te bieden aan een interdisciplinaire groep van eigenzinnige, internationale toponderzoekers, kunstenaars, schrijvers en journalisten die zich kunnen wijden aan een door henzelf vormgegeven, onafhankelijk onderzoek.**

Die missie is niet toevallig. Zij kwam voort uit de precare situatie van intellectuelen in het Europa van de jaren dertig, met opkomend fascisme, die moesten uitwijken naar de Verenigde Staten. Historisch gezien bieden *Institutes for Advanced Study* denkers een veilige plek om hun onderzoek naar eigen inzicht verder uit te kunnen voeren. In het huidige tijdsgewricht heeft het belang van wereldwijde IAS-sen niet ingeboet. Integendeel, de afgelopen decennia is onderzoek steeds minder ongebonden, vrij en onafhankelijk geworden.

In sommige landen, zoals in Turkije, Iran en Hongarije, worden wetenschappers letterlijk onderdrukt en wordt onafhankelijk wetenschappelijk onderzoek door de politiek onmogelijk gemaakt. In andere landen wordt onderzoek juist steeds meer ingezet als politiek hulpmiddel, waarbij de wetenschappelijke relevantie primair wordt beoordeeld aan de hand van het utiliteitsprincipe: kwantitatief en technisch onderzoek met robuuste uitkomsten, direct bruikbaar voor het oplossen van actuele maatschappelijke problemen wordt hoger gewaardeerd, zwaarder gesubsidieerd en beter ondersteund dan sociale wetenschappen, geesteswetenschappen en artistiek onderzoek met een ogenschijnlijk minder nuttig karakter.

Daarnaast is de publicatiedruk voor wetenschappers groot, met perverse consequenties tot gevolg. Wetenschappers die data steeds weer opnieuw gebruiken en bevindingen 'uitdunnen' over een veelvoud aan publicaties, waardoor samenhang en diepgang in wetenschappelijk werk sterk verminderen. Ook zien we dat de academische integriteit van wetenschappers door de toenemende druk vaker in het geding komt.

Te midden van deze veranderende omstandigheden en met het oog op de toekomst, onderstreept NIAS opnieuw het belang van de uitgangspunten van Abraham Flexner, de *founding director* (1930-1939) van het eerste *Institute of Advanced Study* in Princeton:

"Curiosity, which may or may not eventuate in something useful, is probably the most outstanding characteristic of modern thinking ... Institutions of learning should be devoted to the cultivation of curiosity, and the less they are deflected by the consideration of immediacy of application, the more likely they are to contribute not

only to human welfare, but to the equally important satisfaction of intellectual interest, which may indeed be said to have become the ruling passion of intellectual life in modern times."

De missie van NIAS, om een interdisciplinaire vrijhaven te zijn voor eigenzinnig en onafhankelijk onderzoek, blijft onverminderd overeind. De komende jaren zal NIAS er op toezien dat deze handtekening nog sterker zichtbaar wordt. We zullen onze missie met verve uitdragen, binnen en buiten de academie.

Dat kunnen en willen we niet alleen doen: we weten ons ingebed in de *Koninklijke Nederlandse Academie van Wetenschappen* (KNAW). De KNAW is niet alleen de ontmoetingsplaats van veel vooraanstaande wetenschappers, zij is ook het 'geweten' van de Nederlandse wetenschappelijke wereld. Voor NIAS is de KNAW ons vanzelfsprekende 'thuis' gelet op beider doelstellingen. Binnen de KNAW hebben we een bijzondere relatie met onze naaste burens, het *Humanities Cluster* (IISG, Huygens ING, Meertens Instituut). Het bedrijfsbureau van het HUC ondersteunt NIAS ook op alle mogelijke terreinen.

NIAS-KNAW is

een vrijhaven voor academisch en artistiek onderzoek, waar een diverse groep wetenschappers en kunstenaars hun eigen interesses en passies kunnen volgen, met elkaar disciplinaire grenzen verleggen en hun kennis delen met de samenleving.

1.2 Aanleiding

NIAS is recent gevisiteerd, mede in het kader van de portfolio-evaluatie van de KNAW- en NWO-instituten. Uit de zelfstudie, het visitatierapport en het rapport van de portfolio-commissie blijkt dat NIAS nog altijd, en misschien zelfs in toenemende mate, een *unieke positie inneemt in het onderzoeklandschap* en voorziet in de (inter)nationale behoefte bij wetenschappers tot reflectie op eigen werk en ontwikkeling. De uitkomsten en aanbevelingen van de evaluatierapporten bevestigen de ambitie van NIAS om in de nabije toekomst een nog prominentere rol te spelen in het faciliteren en stimuleren van excellent sociaal- en geesteswetenschappelijk onderzoek dat een brug slaat met de (Nederlandse) maatschappij, de kunsten en de bètawetenschappen.

In 2018 schreef de visitatiecommissie:

"[NIAS is] an excellent institute [...]. It is a service orientated and welcoming place for reflection, imagination, a haven for intellectual retreat that offers a break from everyday routine to make room for creativity and inspiration, and thus for better research."

Ook uit de portfolio-evaluatie, die betrekking had op alle NWO- en KNAW-instituten, is gebleken dat NIAS een unieke positie inneemt. NIAS als instituut heeft geen vaste medewerkers in dienst die onderzoek verrichten – in die zin zijn we geen onderzoeksinstituut zoals gedefinieerd door de portfolio-commissie. De kernmissie van het instituut wordt gevormd door het aantrekken van (inter)nationaal talent dat na strenge selectie door externe *reviewers* en de NIAS *Academic Advisory Board* (AAB) in de gelegenheid wordt gesteld om een onafgebroken periode vrij te werken aan een wetenschappelijk of artistiek project – zonder de druk en verplichtingen van alledag en met de ruimte om in onafhankelijkheid vorm te geven aan nieuwe ideeën.

Door zo min mogelijk inhoudelijk te sturen, door het werktempo bewust te vertragen, door het organiseren en faciliteren van seminars, workshops, publieke debatten en informele ontmoetingen, creëert NIAS een plek voor *slow science*; een ruimte waar nieuwe ideeën en toevallige ontdekkingen een kans krijgen door aandacht, uitwisseling en concentratie. Zowel de visitatie- als de portfolio-commissie onderschrijven de toegevoegde waarde van NIAS binnen het nationale én internationale onderzoeklandschap. We zijn blij met de uitkomsten van deze evaluaties en met de bevestigde reacties van de KNAW en de minister over de gewenste positionering van NIAS binnen de KNAW.

In deze strategienota zet de NIAS directie haar langere termijn visie, doelstellingen en bijbehorende taken en werkprocessen uiteen voor de periode 2020-2023. Op basis van de uitkomsten een zelf-evaluatie, het rapport van de visitatiecommissie en de portfolio-evaluatie, heeft de directie een goed inzicht gekregen in de kansen, uitdagingen en bedreigingen die zich de komende vier jaar kunnen voordoen en waarop geanticipeerd moet worden. Deze strategienota is een eerste stap in het expliciet benoemen en het gaan waarmaken van de herijkte ambities en het versterken van de bestendigheid, weerbaarheid en slagvaardigheid van NIAS op de langere termijn.

1.3 Dank

Bij het schrijven van deze nota hebben we dankbaar gebruik gemaakt van de zelfevaluatie, geschreven in het kader van de SEP-evaluatie die plaats heeft gevonden in het najaar van 2017, en van de uitkomsten van die visitatie. Uitkomsten die op hun beurt input hebben geleverd voor de portfolio-evaluatie die in 2018 haar beslag heeft gekregen. Daarnaast is deze nota ook de uitkomst van een intensief intern traject waarin de organisatie opnieuw tegen het licht is gehouden, in de wetenschap dat de middelen niet of nauwelijks zullen toenemen terwijl onze rol in de nationale en internationale academische wereld – en hopelijk ook daarbuiten- alleen maar groter gaat worden. We danken dan ook alle NIAS-stafleden, het HUC-bedrijfsbureau, de leden van de

Wetenschapscommissie (WeCo), medewerkers, directie en bestuur van de KNAW voor hun input.

2 VISIE 2020-2023

2.1 Een veranderende omgeving, een aangescherpte positionering

In vele landen wordt – door steeds maar toenemende onderwijs- en publicatiedruk – de kloof tussen universiteiten enerzijds en een instituten voor *advanced study*, zoals NIAS, anderzijds groter. Bij NIAS bestaat de vrijheid, tijd en ruimte voor wetenschappers om zich gedurende een langere periode volledig op hun onderzoek te focussen. Anders dan de situatie voor onderzoekers binnen universiteiten, waarin men soms lijkt te bezwijken onder de onderwijs-, administratieve- en *grant writing* verplichtingen, kan NIAS onderzoekers ruimte bieden voor diepgaand, ongestuurd onderzoek, voor het bewust inslaan van ongebaande paden en het aangaan van nieuwe samenwerkingen buiten de strikte afbakening van de eigen discipline.

Enerzijds versterkt het verschil tussen de universiteiten en NIAS de unieke en onmisbare (inter)nationale positie van ons instituut, anderzijds is die groeiende afstand juist een ontwikkeling die ten eerste moet worden betreurd. Terwijl NIAS in deze tijd een tegenwicht kan en moet bieden tegen de gehaaste, overspannen wereld van de universiteit, lijdt ook NIAS onder de toenemende druk en budgettaire tekorten in de academische wereld. Dit uit zich onder andere in een veranderende praktijk waarin het moeilijker is om fellows te vinden die zich een heel jaar kunnen vrijmaken, het lastiger is om universiteiten bereid te vinden hun excellente onderzoekers voor een periode ‘te laten gaan’, het minder vanzelfsprekend is dat topwetenschappers onbezoldigd aanvragen van kandidaten beoordelen, en waarin ook het budget van NIAS de afgelopen jaren is gekrompen.

Ondanks de druk die er zowel op wetenschappelijk onderzoek als op een instituut als NIAS is komen te staan, zijn er ook belangrijke positieve ontwikkelingen die ervoor kunnen zorgen dat NIAS zijn missie, om een vrijhaven te zijn voor excellent, internationaal en interdisciplinair onderzoek, ook in de toekomst kan waarborgen. Met name door de verhuizing van NIAS van Wassenaar naar Amsterdam in 2016, doet zich een aantal kansen voor die de directie met beide handen aan wil grijpen.

De eerste ontwikkeling is dat sinds de vestiging in Amsterdam het aantal aanvragen voor een individueel NIAS fellowship bijna is verdriedubbeld (van gemiddeld 60 naar gemiddeld 170 per jaar). Dit is deels verklaarbaar door de toenemende behoefte van wetenschappers om een periode te ontkomen aan de druk van de universitaire wereld maar, zo blijkt uit de motivatiebrieven en evaluaties van fellows van de afgelopen drie jaar, ook de hoofdstad Amsterdam, met haar belangrijke archieven, collecties, centrale ligging, universiteiten en culturele leven speelt een belangrijke rol. Daarnaast biedt de nabijheid van de KNAW, en dan met name het Humanities Cluster, veel mogelijkheden voor de fellows.

Door de verdriedubbeling in het aantal aanvragen is het mogelijk om (nog) strenger te selecteren op topkwaliteit van zowel de projectaanvragen als de aanvragers zelf. Ook kan de directie nu beter dan voorheen evenwicht aanbrengen in de samenstelling van de jaargroepen op basis van discipline (sociale wetenschappen, geesteswetenschappen, kunsten, met een brug naar natuurwetenschappen en technische studies), fase in de carrière (tussen de 3 jaar na het behalen van PhD-titel tot en met het emeritaat), geografische spreiding (Nederlandse, Westerse en niet-Westerse landen) en gender.

De tweede ontwikkeling heeft te maken met de fysieke nabijheid van de KNAW. De afgelopen drie jaar is er een begin gemaakt met het delen van kennis en personeel met het bedrijfsbureau van het Humanities Cluster (HuC-BB). Sinds september 2019 is de directeur Bedrijfsvoering van HuC-BB toegetreden tot het management team (MT) van NIAS, en wordt NIAS op facilitair, financieel, administratief en personeel vlak structureel ondersteund door HuC-BB. De komende jaren zal NIAS deze samenwerking verder intensiveren en meer samenwerkingen zoeken met de instituten van het HuC, om zo krachten en middelen te bundelen.

De derde ontwikkeling hangt samen met de nabijheid van nieuwe publieken in en rondom Amsterdam die profijt kunnen hebben van de kennis van NIAS fellows, geïnspireerd kunnen raken door hun aanwezigheid en met hen in debat kunnen gaan. Met een meer zichtbare positie in het historische centrum van Amsterdam, kan NIAS gerichter bruggen slaan met de samenleving en het publieke debat voeden. Opnieuw halen wij hier de overtuiging van IAS-founder Abraham Flexner aan: het publieke debat moet niet louter worden gevoed met direct toepasbare, beleidsgerichte onderzoeksresultaten. Het is juist het open en samen denken, het debatteren, het creëren van tijd en ruimte voor het ontstaan van nieuwe inzichten dat uiteindelijk leidt tot innovatie en verdieping. Deze vorm van *slow science* wil NIAS de komende jaren toegankelijk maken voor een zo breed mogelijk publiek, voor méér mensen dan de fellows en de directe stakeholders van NIAS zelf.

Tot slot, de vierde ontwikkeling, met de aanstelling van een nieuwe directeur in 2018, een nieuw hoofd academische zaken in 2019 en het vertrek van twee medewerkers die hun pensioengerechtigde leeftijd in 2019 bereiken, doet zich een organisch moment voor om (opnieuw) naar de interne organisatie en de positionering van het instituut te kijken. De nieuwe aangescherpte visie en doelen van NIAS zullen de komende periode vertaald worden in de bedrijfsvoering en werkprocessen (zie ook hierna).

In het licht van de veranderende omstandigheden, de vastgestelde bedreigingen en kansen, legt de NIAS directie en staf zich er de komende jaren op toe het instituut verder te ontwikkelen tot een magneet die, naast zijn oude faciliterende functie, actief bijdraagt aan intellectuele vernieuwing en vrijheid, interdisciplinaire uitwisseling en *slow science*, het voeden van het (inter)nationale publieke debat en daarmee de versterking van de positie van wetenschappelijk en artistiek onderzoek.

2.2 Een intellectuele magneet

De komende jaren wil NIAS zijn faciliteiten en mogelijkheden voor het bedrijven van *slow science* toegankelijk maken voor een zo breed en groot mogelijke groep top-wetenschappers en kunstenaars, die naar NIAS komen vanuit alle werelddelen. Juist omdat academici en kunstenaars wereldwijd sterk onder druk staan, ziet NIAS het als zijn taak om de 'vrijhaven' zo inclusief mogelijk te maken.

Onderzoek bij NIAS

is niet gebonden aan een specifieke discipline, methode of type resultaat. Wetenschappelijk- en artistiek onderzoek kenmerken zich hier door de nieuwsgierigheid van de onderzoeker naar grensverleggende inzichten en het bevragen van bestaande aannames. De uitkomsten van het onderzoek variëren van peer-reviewed artikelen, dichtbundels tot kunstinstallaties.

De afgelopen jaren is de groep wetenschappers en kunstenaars die de weg weet te vinden naar NIAS al verbreed in termen van gender, discipline en leeftijd. De komende jaren zal de focus daarnaast ook komen te liggen op het aantrekken van méér getalenteerde wetenschappers en kunstenaars uit niet-Westerse landen, zoals Azië, Afrika, het Midden-

Oosten, het Caraïbisch gebied en Latijns-Amerika. NIAS is ervan overtuigd dat de beste voedingsbodem voor grensverleggend onderzoek zich kenmerkt door diversiteit op zoveel mogelijk vlakken. NIAS wil daarom een uitdagende, intellectuele omgeving creëren waarin alles ter discussie kan staan: aannames worden opnieuw onder de loep genomen, bestaande antwoorden zijn nooit vanzelfsprekend, en zelfreflectie en heldere en respectvolle communicatie zijn onmisbare aspecten zijn voor interdisciplinaire samenwerking.

NIAS zal zich de komende jaren dan ook inzetten om een excellente, internationale en heterogene groep wetenschappers aan te trekken en als alumni aan zich te verbinden.

2.3 Faciliteren en ondersteuning

Een veilige en verwelkomende werkomgeving is de basis voor het welbevinden van iedere medewerker, directie, staflid of fellow. Voor een instituut dat als missie heeft een vrijhaven te bieden aan fellows, betekent dit dat er een heldere structuur nodig is, een beperkt aantal basisafspraken over omgangsvormen en gedrag, en toegankelijke, korte lijnen naar en tussen de stafleden. Daarbij, en hierin onderscheidt NIAS zich van reguliere onderzoeksinstituten of universiteiten, verandert bij NIAS de groep onderzoekers ieder semester van samenstelling. De levendigheid en grote dynamiek die hierdoor kenmerkend zijn voor een academisch jaar bij NIAS, vragen om een flexibele, slagvaardige bedrijfsvoering.

De komende jaren zal NIAS gefaseerd een aantal aanpassingen doorvoeren die moeten leiden tot een meer doelmatige bedrijfsvoering om het instituut binnen de veranderende omstandigheden toekomstbestendig te maken. De nadruk zal hierbij liggen op:

1. Het nog gericht faciliteren en ondersteunen van de fellows op het gebied van hun intellectuele ontwikkeling, interdisciplinaire uitwisseling en samenwerking, het verspreiden van hun onderzoeksresultaten naar uiteenlopende publieken en het versterken van hun (inter)nationale positie als wetenschapper;
2. Het versterken en diversifiëren van de kleine NIAS-staf in termen van leeftijd, culturele achtergrond en gender;
3. Het verder ontwikkelen van een service-gerichte werkhouding, zorgzaam personeelsbeleid, adequate planning en controle, en efficiënte samenwerking tussen NIAS en HuC.
4. Het creëren en in stand houden van een betrokken, brede, diverse, internationale en interdisciplinaire *NIAS community* van fellows en alumni.

2.4 Intellectuele vernieuwing en het belang van diversiteit

Terwijl steeds meer universiteiten en onderzoeksinstituten zich (willen) profileren met de uitgangspunten van internationaal, interdisciplinair en excellent onderzoek, blijkt dit in de praktijk nog geen sinecure. De verregaande verschooting van het wetenschapssysteem heeft ervoor gezorgd dat wetenschappers op dagelijks niveau moeilijk met collega's uit andere vakgebieden kunnen samenwerken, publiceren, of onderzoekbeurzen aanvragen. Werkelijk interdisciplinaire samenwerking wordt door veel onderzoeks-subsidiënten vaak nog beschouwd als 'te breed', 'ongedefinieerd' of ronduit 'vaag'. Samenwerkingen en intellectuele uitwisseling tussen wetenschappers en kunstenaars is heden ten dagen helemaal nog een onontgonnen gebied.

Daarnaast beperkt 'internationaal onderzoek' zich vaak tot het aanstellen van wetenschappelijk medewerkers uit het buitenland of het mogelijk maken van conferentiebezoek in het buitenland. Dit betekent echter nog niet vanzelfsprekend dat onderzoek een werkelijk comparatief karakter heeft noch dat blijvende internationale netwerken ontstaan, die kunnen leiden tot verdere internationalisering van, ook nieuwe, onderzoeksvelden. In de alledaagse praktijk van intellectuelen betekent een internationale samenwerking overwegend nog een samenwerking tussen Westerse instituten. De niet-Westerse landen en regio's zijn nog altijd sterk ondervertegenwoordigd in de bestaande institutionele netwerken, en ook binnen *Institutes of Advanced Study*.

Ook NIAS moet steeds opnieuw invulling geven aan wat zij bedoelt met 'interdisciplinair' en 'internationaal' onderzoek. Zelfs in een omgeving die ruimte biedt aan wetenschappers en kunstenaars uit verschillende disciplines en verschillende landen is uitwisseling en werkelijke kruisbestuiving niet vanzelfsprekend. Dit moet actief en vanuit een heldere visie over het belang, de mogelijkheden en de uitdagingen van dergelijke kruisbestuiving worden georganiseerd. Het verder versterken van intellectuele vernieuwing door het motiveren van uitwisseling en samenwerking tussen fellows met verschillende achtergronden hoort bij de prioriteiten van NIAS voor 2020-2023.

Intellectuele vernieuwing voor NIAS zit in het organiseren van ‘toevallige ontdekkingen en ontmoetingen’. *Serendipity*, de term die aangeeft als bevindingen worden gedaan waar niet noodzakelijkerwijs naar is gezocht, is dan ook een belangrijk aspect van wat NIAS met vernieuwing en innovatie beoogt. Idealiter komen fellows bij NIAS vandaan met nieuwe inzichten en andere uitkomsten dan beschreven in hun projectaanvraag. En bovendien met een netwerk van *peers* die zich niet louter bevinden in hun eigen vakgebied en directe omgeving, en met wie zij in de toekomst hun samenwerking kunnen voortzetten en uitbouwen.

Om jaarlijks een excellente, diverse en eigenzinnige fellowsgroep te kunnen werven en selecteren houdt NIAS de komende jaren zijn selectieprocedures opnieuw onder het licht. Ook versterkt NIAS de banden met bestaande co-sponsors en zoekt zij nieuwe co-sponsors die ondervertegenwoordigde groepen wetenschappers en kunstenaars kunnen werven en financieel ondersteunen. De focus bij selectie en acquisitie ligt de focus op de volgende doelen:

1. Het bereiken en aantrekken van toptalent van over de hele wereld, ongeacht hun gender, leeftijd, culturele achtergrond, klasse of nationaliteit;
2. Het transparanter en doelmatiger maken van de verschillende selectieprocedures;
3. Het toegankelijker maken van de aanvraagprocedure voor niet-Westerse potentiële fellows;
4. Het bestendigen en instellen van nieuwe co-sponsored fellowships.

2.5 Intellectuele vrijheid

NIAS ziet intellectuele vrijheid als een basisvoorwaarde voor wetenschappelijk en artistiek onderzoek. Toch is de dagelijkse praktijk hiervan niet altijd een voorbeeld. Vaak werken wetenschappers en kunstenaars in opdracht van overheden of bedrijven, zijn bepaalde uitkomsten minder ‘gewenst’ of ‘nuttig’ dan anderen, of moet onderzoek passen in het dominante paradigma van een discipline.

NIAS wil in deze tijd een plek zijn waarin getalenteerde mensen ongestoord en ongehinderd grenzen mogen verleggen, zijpaden in mogen slaan, af mogen wijken van de status quo en intellectuele confrontaties mogen opzoeken.

Daarnaast zal NIAS, naast het al bestaande Scholars-at-Risk Fellowship, ruimte creëren voor topwetenschappers en kunstenaars uit landen waarin vrij onderzoek onderdrukt of bedreigd worden, of waar de toegang tot onderzoeksinstituten en -materialen beperkt is. Voorbeelden hiervan zijn wetenschappers en kunstenaars uit Hongarije, Kameroen, Turkije en Iran.

2.6 Interdisciplinaire uitwisseling en *slow science*

Zoals boven al aangestipt is interdisciplinaire uitwisseling niet vanzelfsprekend, zelfs niet als wetenschappers uit meerdere disciplines zich in één gebouw bevinden.

NIAS gaat de komende jaren bewuster inzetten op het vormgeven van die uitwisseling, zonder de eigen ruimte van de wetenschappers en kunstenaars te beperken. Dit doen we onder andere door te selecteren op de inhoudelijke samenhang van de verschillende projectplannen. Op die manier kunnen bijvoorbeeld een antropoloog, een musicoloog en een neurobioloog die zich in hun werk op 'muziek' richten elkaar makkelijk vinden tijdens hun fellowship.

Ook zal er geëxperimenteerd worden met het format van de wekelijkse seminars, waarbij mede op basis van de input en feedback van fellows naar vormen wordt gezocht waarbij interdisciplinaire uitwisseling optimaal tot bloei komt.

Daarnaast wordt er gericht een link gelegd tussen wetenschappelijk en artistiek onderzoek. NIAS is ervan overtuigd dat binnen de kunsten grensverleggende ideeën méér tot de dagelijkse praktijk en essentie van de vak-beoefening behoren dan gebruikelijk is binnen de wetenschap. Zeker op het gebied van innovatieve onderzoeksmethoden, schrijftechnieken en 'out of the box'-denken kunnen wetenschappers veel leren van kunstenaars. Andersom kunnen kunstenaars hun hart ophalen aan de systematiek, de diepgaande analyse en methodologische finesse waarmee wetenschappers vaak te werk gaan.

Tot slot maakt NIAS zich hard voor het beschermen en waarborgen van de tijd en ruimte voor fellows om onderzoek in hun eigen ritme te verrichten. *Slow science voor NIAS betekent niet persé langzaam werken of weinig publiceren, het betekent intens en ongehinderd kunnen focussen op dat wat de interesse, passie en prioriteit van de wetenschapper heeft.* Dit principe van slow science is gebaseerd op nieuwsgierigheid en twijfel. NIAS gelooft dat de kwaliteit en reikwijdte van dit type 'slow' onderzoek uiteindelijk zeker zoveel maatschappelijke impact heeft. Slow science zet aan tot twijfel, tot het stellen van fundamentele vragen en het samen zoeken naar antwoorden, niet competitief maar coöperatief.

Samenvattend, door een brug te slaan tussen wetenschappelijke disciplines, maar ook tussen wetenschappelijk en artistiek onderzoek, en daarbij tijd en ruimte te creëren voor slow science, genereert NIAS niet alleen de kans op interdisciplinaire uitwisseling, maar stimuleert het instituut ook de hoogstaande en innovatieve kwaliteit daarvan.

Slow science bij NIAS staat voor:

1. Tijd, stilte, concentratie, toewijding, wederzijdse aandacht en intellectuele uitwisseling als cocktail voor hoge academische productiviteit.
2. Werken aan onderzoeksprojecten waarvan de uitkomst nog niet vast staat.
3. Het vinden van ruimte om zijpaden te onderzoeken, grenzen te verleggen en nieuwe ontdekkingen te doen.

2.7 Versterking van de positie van wetenschappelijk en artistiek onderzoek

Wetenschappelijk en artistiek onderzoek staat onder druk: politiek, financieel en ook publiek. Wetenschappers én kunstenaars bevinden zich meer en meer in een legitimatiecrisis, waarbij het lastig blijkt om uiteen te zetten, en te rechtvaardigen, waarom hun type onderzoek relevant, van waarde en belangrijk is voor de samenleving. Zoals benoemd in het voorwoord liggen meerdere tendensen hieraan ten grondslag, en zal deze crisis ook niet eenvoudig overwonnen worden.

NIAS wil de komende jaren bijdragen aan het versterken van de positie en legitimering van de wetenschappen en kunsten, samen met zijn fellows, alumni, co-sponsors, partners en stakeholders. Hierbij staat het (inter)nationaal zichtbaar maken van het type onderzoek dat verricht wordt binnen de muren van NIAS centraal evenals het belang van *slow science* voor maatschappelijke, wetenschappelijk en artistieke ontwikkeling. Dit betekent dat NIAS zijn deuren zal openen voor nieuwe publieken (denk aan studenten, breed geïnteresseerden, bedrijven, politici en lokale instanties), maar ook actief naar buiten zal treden met het organiseren van publieke lezingen, debatten en conferenties.

NIAS-KNAW ziet

intellectuele vrijheid en de vrijheid om te leren en onderzoeken als een belangrijke basis voor de vrijheid van meningsuiting en democratische vorming. Het wispelturige politieke en gure academische klimaat wereldwijd vraagt om een verdere versteviging van een steeds zeldzamer wordende vrijhaven als NIAS.

Terwijl NIAS zich lokaal en nationaal zal profileren als gesprekspartner en intellectuele partij in het academische, artistieke en publieke veld, zal het instituut ook internationaal de banden aantrekken met alumni en (potentiële) partners. Door het creëren en activeren van een betrokken, brede, diverse, internationale en interdisciplinaire *NIAS community*, hoopt NIAS de maatschappelijke positie van wetenschappelijk en artistiek onderzoek de komende jaren te versterken.

Het belang van een sterkere positionering wordt mede gemotiveerd door de relatief kwetsbare financiële situatie waarin NIAS zich bevindt. Afhankelijk als het instituut is van met name één financieel bron (de KNAW), ziet NIAS zich genooddaakt zijn financiële weerbaarheid te vergroten door meer diverse geldstromen te genereren. NIAS zal om fondsen te werven en sponsors aan zich te binden zijn positie moeten versterken en zijn bestaansrecht nog beter moeten kunnen legitimeren. Op hun beurt zal steun van externe partijen dit bestaansrecht verder bestendigen. De komende jaren zal NIAS zich daarom onder andere richten op:

1. Het ontwikkelen en organiseren van wetenschappelijk-culturele evenementen, debatprogramma's en publieksuitgaven waarin het werk van fellows en de interdisciplinaire werkwijze van NIAS centraal staan.
2. Het op de agenda zetten van onderwerpen die NIAS van belang acht voor het publieke debat;
3. Het onder de aandacht brengen van NIAS als 'merk' dat staat voor een intellectuele vrijhaven en voortrekker in wetenschappelijke/maatschappelijke debat;

4. Het vergroten en versterken van een (inter)nationaal netwerk van stakeholders, sponsors en partners;

3 DOELSTELLINGEN

Om bovenstaande visie de komende jaren te bewerkstelligen, heeft NIAS zich de volgende concrete doelen gesteld. Hieronder wordt per paragraaf ieder doel met bijbehorende subdoelen omschreven. Aan het eind van 2023 hebben deze doelen zichtbaar en meetbaar resultaat opgeleverd.

**NIAS-KNAW
wil**

Versterken
Verstevigen
Verdiepen
Verbreden

1. NIAS zichtbaarder profileren als vrijhaven voor onafhankelijk, eigenzinnig, interdisciplinair, internationaal onderzoek
 - a. Het delen van onze kennis en specialismen met een groter en breder publiek:
 - i. Studenten', promovendi en postdocs (jong publiek en potentiële toekomstige fellows);
 - ii. Bedrijven, instanties, organisaties die baat hebben bij de kennis die NIAS in huis heeft;
 - iii. Een breed geïnteresseerd publiek;
 - b. Het op de agenda zetten van onderwerpen die NIAS van belang acht voor het publieke debat;
 - c. Het onder de aandacht brengen van NIAS als 'merk' dat staat voor een intellectuele vrijhaven en voortrekker in wetenschappelijke/maatschappelijke debat;
 - d. Het organiseren van twee grote externe evenementen (100 – 600 bezoekers) en meerdere kleinere externe en interne evenementen (<100 bezoekers) met huidige fellows, alumni, en (inter)nationale onderzoekers;
 - e. Het vergroten en versterken van een (inter)nationaal netwerk van stakeholders, sponsors en partners;
2. Innovatief, grensverleggend onderzoek en internationale samenwerkingen stimuleren;
 - a. Een excellente, internationale en heterogene groep wetenschappers aantrekken en als alumni aan zich verbinden;
 - b. Het transparanter en doelmatiger maken van de verschillende selectieprocedures;
 - c. Het behouden en verbeteren van een goede balans in de fellowsjaargroepen, m.b.t. gender, fase in carrière, discipline en geografische spreiding;
 - d. Het toegankelijker maken van de aanvraagprocedure voor niet-Westerse potentiële fellows;
 - e. Het aantrekken van meer scholars-at-risk;
 - f. Het bestendigen en instellen van nieuwe co-sponsored fellowships;
3. Het creëren van een veilige, intellectueel uitdagende, inspirerende, inclusieve en verwelkomende werkomgeving voor fellows, alumni, medewerkers (directie en stafleden) en gasten.

- a. Het verlenen van een hoogwaardige diensten, faciliteiten, accommodaties aan en communicatie met fellows, partners en gasten;
- b. Het verder verbeteren van de kwaliteit en inhoudelijke samenhang van het verplichte wekelijkse interdisciplinaire seminar;
- c. De bedrijfsvoering verder verbeteren in nauwe samenwerking met HuC-BB;
- d. Het creëren van cohesie en een sfeer van constructieve samenwerking binnen de NIAS Community gedurende het fellowjaar;
- e. Het ondersteunen van buitenlandse fellows bij hun inbedding in de Nederlandse academische omgeving;
- f. Het verder verzelfstandigen van de verschillende werkprocessen en medewerkers, door middel van heldere afbakening en het verstrekken van mandaten;
- g. Het trainen en opleiden van directie- en stafleden waar nodig, om de benoemde doelen te halen en zich persoonlijk verder of breder te ontwikkelen binnen hun vakgebied;
- h. Het instellen en trainen van een vertrouwenscontactpersoon voor staf en medewerkers.

4 WERKPROCESSEN EN TAKEN

De aangescherpte doelstellingen zijn ingebed in drie primaire werkprocessen, die sterk samenhangen:

1. Programmeren & Profileren
2. Selecteren & Acquireren
3. Faciliteren & Continueren

Het Management Team bestaat uit de directeur, de directeur bedrijfsvoering van HuC-BB, het hoofd Academisch Zaken en de executive secretary. Dit team is verantwoordelijk voor strategie-, plan- en beleidsvorming, rapportage en verantwoording.

De directeur en het hoofd Academische Zaken vormen samen de NIAS-directie. Hierbij is de directeur eindverantwoordelijk voor het reilen en zeilen van NIAS. De werkprocessen worden hiërarchisch aangestuurd door het hoofd Academische Zaken, waarbij de functionele aansturing van het proces faciliteren & continueren wordt gedaan door de *executive secretary* (zie organogram). De communicatie tussen de werkprocessen onderling wordt gewaarborgd door de *communication officer*. De *science communication officer* is verantwoordelijk voor het vertalen van de intellectuele ontwikkelingen binnen NIAS naar een breder, extern publiek.

De Wetenschappelijke Commissie (WeCo) is een onafhankelijke raad aangesteld door de KNAW bestaande uit 4 leden. Zij zijn het klankbord voor de NIAS-directie, en brengen gevraagd en ongevraagd advies uit. De *Academic Advisory Board* (AAB) bestaat uit de 4 WeCo-leden, aangevuld met 3 internationale leden. Deze board is direct betrokken bij het selectieproces en verantwoordelijk voor een voorstel voor de nieuwe fellowsjaargroep aan de directie. De Directie zal het advies van de AAB in de finale selectie meenemen en alleen afwijken van het voorstel op basis van gegronde onderbouwing.

4.1 Werkproces Programmeren & Profileren

NIAS-KNAW programmeert

spraakmakende publieke programma's en evenementen in samenwerking met partners uit binnen- en buitenland.

De stafleden die primair verantwoordelijk zijn voor de uitvoering van de taken binnen dit werkproces zijn de *event manager*, de *science writer* en de *PR officer*. Het werkproces is gericht op de positionering van NIAS in binnen- en buitenland, het zichtbaar maken van het onderzoek verricht door fellows en alumni, en het organiseren en voeren van publieke debatten.

De volgende taken horen hier onder andere bij:

- Het organiseren van publieke academische evenementen met fellows, alumni en (inter)nationale sprekers, in nauwe samenwerking met partners als

wetenschappelijk-cultureel debatcentrum SPUI25, de Koninklijke Bibliotheek, co-sponsors en de gemeente Amsterdam

- Het schrijven en online presenteren van inhoudelijke NIAS content (o.a. verslagen van evenementen, boekpresentaties, interviews met fellows, NIAS boekencollectie, beschouwingen en ervaringen van fellows en alumni)
- Het organiseren van een divers aanbod van interne evenementen, zoals workshops, seminars en summer schools
- Het zichtbaar aanwezig zijn bij en bijdragen aan academische en artistieke evenementen van sponsors, stakeholders en verwante partijen
- Het opzetten en organiseren van satelliet-meetings met internationale 'afdelingen' van de NIAS-community
- Wereldwijd alumninetwerk onderhouden (NFA Ledenadministratie)
- Fondsenwerving en het organiseren van sponsorevents

4.2 Werkproces Selecteren & Acquireren

De volgende stafleden zijn primair verantwoordelijk voor de uitvoering van de taken binnen dit werkproces: de *co-sponsored fellowships officer* en *officer academic affairs*. Het werkproces is gericht op het verbeteren van de verschillende selectieprocedures, het verbreden van de fellowsgroepen, het coördineren, onderhouden en bestendigen van de banden met co-sponsors en externe partners.

NIAS-KNAW selecteert

een excellente fellows-groep, divers in termen van gender, leeftijd, discipline en nationaliteit, die individueel en in nauwe samenwerking hoogstaand, innovatief en baanbrekend onderzoek verrichten.

De volgende taken horen hier onder andere bij:

- Het opstellen en stroomlijnen van reglementen per selectieprocedure en fellowship
- Het opnieuw tegen het licht houden van bestaande (co-sponsored) fellowships en eventueel instellen van nieuwe fellowships
- Implementeren en verder verfijnen van de nieuwe focus van de selectieprocedure: van *individual/cv based* naar *project based selection*
- Het vergroten en verbreden van de database van externe reviewers
- Het verbeteren en onderling beter afstemmen van de aanvraagformulieren, de reviewformulieren en ranking-formulieren
- Het instellen en ondersteunen van de *Academic Advisory Board*
- Het zoeken en aanboren van nieuwe potentiële groepen fellows
- Het aantrekken van de banden met huidige co-sponsors en potentiële nieuwe sponsors
- Het versterken van een wereldwijd academisch netwerk van potentiële fellows en alumni

- Het ondersteunen van het visumproces, het bieden van compensatie voor reiskosten, en het verzorgen van workshops *application writing* voor academici in niet-Westerse landen

4.3 Werkproces Faciliteren & continueren

NIAS-KNAW verleent

hoogstaande diensten en faciliteiten, zoals onder andere geavanceerde kantoor- en conferentieruimte, woonaccommodatie, bibliotheekservice en ondersteuning bij visaprocedures voor buitenlandse fellows.

De stafleden die primair verantwoordelijk zijn voor de uitvoering van de taken binnen dit werkproces zijn de *executive secretary*, de *facilities officer*, de *secretary* en de *librarians*. Het werkproces is gericht op de dagelijkse ondersteuning en optimalisering van het werk van de fellows en staf, het waarborgen van een fysiek en sociaal veilige werkomgeving, en het faciliteren van interne activiteiten.

De volgende taken horen hier onder andere bij:

Taken:

- Bibliotheekservice
- Huisvesting en kantoorruimte
- Facilitaire ondersteuning
- Administratieve ondersteuning
- Financiële ondersteuning
- ICT-ondersteuning
- Relatiebeheer
- Ondersteuning sociale activiteiten Fellows Committee
- Ondersteuning bij *grant writing*/presentaties
- Vertrouwenscontactpersoon

4.4 Communicatie

De communicatiestrategie van NIAS is er op gericht de missie en visie van NIAS zo breed mogelijk, maar tegelijkertijd ook gericht uit te dragen. In het algemeen kenmerkt de NIAS-communicatie zich door het uitdragen van de volgende hoofdboodschappen, gericht op verschillende doelgroepen via verschillende communicatiekanalen:

Gericht op een breed, extern publiek:

1. NIAS is een unieke vrijhaven voor onafhankelijk, eigenzinnig, interdisciplinair, internationaal top-onderzoek;
2. NIAS draagt bij aan het publieke debat en biedt inzicht in maatschappelijke, wetenschappelijk en culturele vraagstukken;

Communicatiekanalen zijn de NIAS-website, social media, reguliere media en mediaplatforms, brochures en publiëksuitgaven, en het organiseren van events

Gericht op (nieuwe groepen) aanvragers, alumni, co-sponsors, partners en stake-holders:

3. NIAS ondersteunt en stimuleert grensverleggend onderzoek, intellectuele vernieuwing en internationale samenwerking;
4. NIAS biedt een bestendig wereldwijd netwerk van vrijdenkers die midden in de wereld staan;

Communicatiekanalen zijn de NIAS-website, social media, de maandelijkse nieuwsbrief, bestaande netwerken binnen de academische en culturele wereld, bijeenkomsten van de alumnivereniging NFA, communicatiekanalen van partners, regionale NIAS-ambassadeurs en mentorprogramma's.

Gericht op fellows, gasten en stafleden:

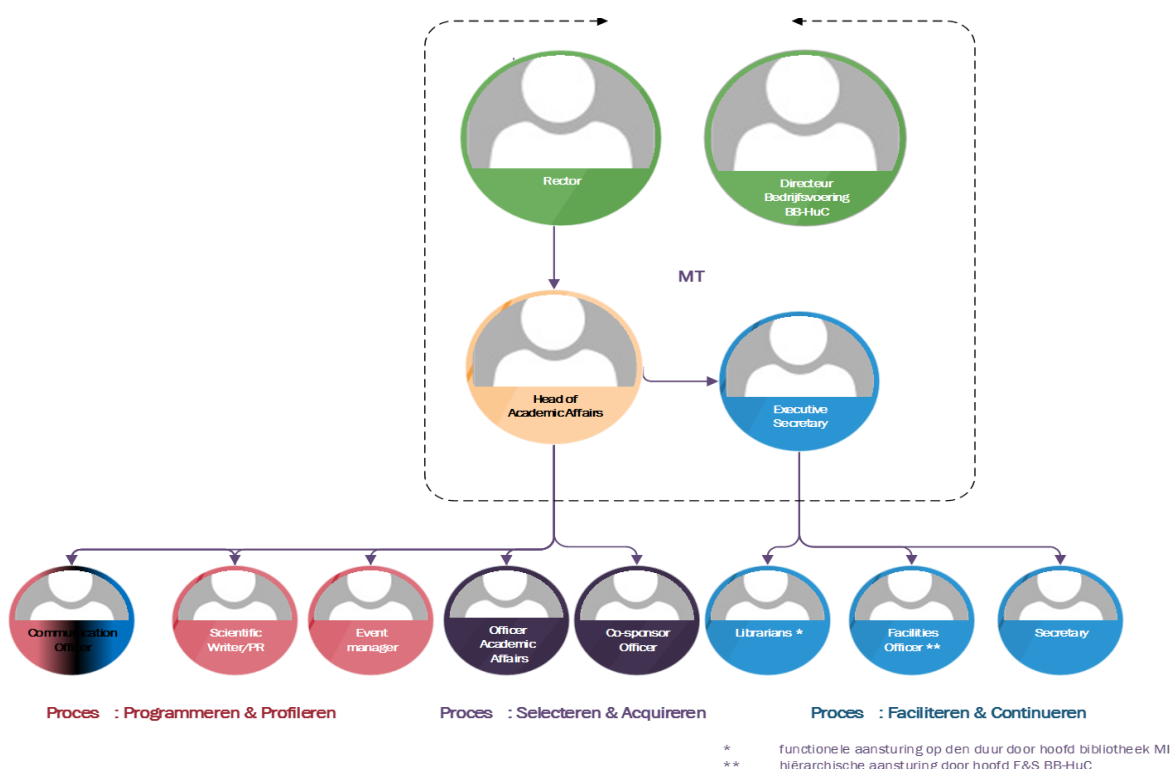
5. NIAS is een veilige, intellectueel uitdagende, inspirerende, inclusieve en verwelkomende werkomgeving voor fellows, alumni, medewerkers, huidige partners, co-sponsors en gasten

Communicatiekanalen zijn de NIAS Community Webpage, de wekelijkse NIAS update, NIAS-email en fysieke informatieborden in het gebouw.

5 ORGANOGRAM

NIAS-KNAW herstructureert

de overlegstructuur, functieprofielen en –indeling van het managementteam en de staf, om NIAS flexibeler én toekomstbestendiger te maken.



Het NIAS-personeel

zet zich in om een **brede groep** wetenschappers aan NIAS te binden, de **publieke rol** van onderzoek te versterken, bewuster **bruggen** te slaan tussen wetenschap en kunst en een **diverse, inclusieve** werkomgeving te creëren.

**AN INTELLECTUAL HAVEN FOR RESEARCH IN THE
SCIENCES AND ARTS**

**NETHERLANDS INSTITUTE FOR ADVANCED STUDY IN THE
HUMANITIES AND SOCIAL SCIENCES
(NIAS-KNAW)**

Summary

STRATEGIC PLAN 2020 – 2023

Translated October 2020

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Mission and Vision 2020-2023

Mission

NIAS's mission is to offer an intellectual haven to a diverse year-group of international scientists, writers, journalists and artists and provide these NIAS Fellows with the opportunity to devote themselves to an independent research project of their own design.

Over the coming years, NIAS will ensure that this unique facility becomes even more widely known at home and abroad. We will promote our mission enthusiastically both within and beyond the academic community. We do this in the knowledge that our institute is embedded in the Royal Netherlands Academy of Arts and Science (*Koninklijke Nederlandse Academie voor Wetenschap*, hereafter KNAW) , which is more than an assembly of outstanding scholars but also acts as the 'conscience' of the Dutch academic community.

Vision

NIAS views intellectual freedom as a prerequisite for ground-breaking research by academics, writers and artists. However, currently, this is rarely the case in daily practise. Academics and artists are often commissioned by governmental bodies or businesses and their results are sometimes considered less 'desirable' or 'useful' than expected or their research may be constrained by the dominant paradigms in a certain discipline.

NIAS's vision is to be a haven where talented individuals can work without interruption or hindrance and are free to challenge boundaries, explore detours, deviate from the status quo and to approach intellectual confrontation head on.

Because academics and artists are under pressure in many parts of the world, and because NIAS sees it as its mission to foster and heighten the quality of scholarly and artistic research, NIAS has assumed the task of ensuring that our 'haven' for research will be more widely accessible and inclusive. Therefore, over the coming years extra effort will be made to attract talented scientists and artists from non-Western regions such as Asia, Africa, the Middle East, the Caribbean and Latin America. NIAS is convinced that the best environment to nurture ground-breaking research is characterised by diversity at all levels. This stimulates the re-examination of assumptions, re-evaluation of axioms, critical reflection and transparent, respectful communication – all essential aspects for interdisciplinary cooperation.

NIAS-KNAW is

an intellectual haven for international scientists, writers, journalists and artists to pursue their own research interests and passions, to work together to cross boundaries and to share their knowledge with society.

NIAS Strategy at Work

Three goals and three work processes

NIAS has set three goals to achieve its mission and vision. On the basis of these goals, *Key Performance Indicators* (KPI) have been formulated for the mid-term review and evaluation of NIAS over the period 2020-2023.

The three goals are as follows:

1. Promote NIAS's profile in Amsterdam, the Netherlands and internationally by targeting a broad range of academics, writers, artists as well as local and national governments, businesses, media, research centres, and cultural and civic organisations.
 - a. KPI: increased participation by the above-mentioned groups at NIAS events, debates and responses to NIAS on (*social*) media
2. Attract enough high-quality Fellowship applications to be able to build a diverse and balanced year group in terms of discipline, topical relevance, career stage, cultural and geographical background, and gender.
 - a. KPI: improved diversity in Fellow year-groups by demonstrated evidence of: higher proportion of Fellows from non-Western regions; equal gender balance; increased range of career stages (excellent early stage scholars and retired established scholars); fair representation of disciplines from the Social Sciences and the Humanities.
3. Provide a safe workplace for Fellows, Alumni, staff and visitors. A curiosity driven environment that is welcoming, non-competitive, inclusive and encourages intellectual openness.
 - a. KPI: questionnaires collected from Fellows, staff and visitors to measure satisfaction concerning service level, facilities, and safety culture.

The above three goals and measurement tools are embedded in the following three work processes respectively: Programming & Promoting, 2. Acquisition and Selection, 3. Facilities & Continuity.

Programming and Promoting

NIAS aims to support, strengthen and legitimize the position of science and arts research within society. NIAS will work with NIAS Fellows, alumni, co-sponsors, partners and stakeholders to ensure the type of research carried out at NIAS becomes more visible to a wider public, both at home and internationally. In particular, to emphasise how 'slow science' benefits academics' and artists' development and, in turn, has a valuable impact on society. This means NIAS needs to encourage a greater variety of audiences (e.g. students, interested citizens, businesses, politicians and local authorities) to engage with

the institute. This requires a proactive approach; so NIAS will create new formats and topics for its public lectures, interactive debates and interdisciplinary conferences to attract a wider range of participants.

Based on the strategic guidelines set by the NIAS director in close collaboration with the Head of Academic Affairs, the mission and vision of NIAS are implemented in the work process by the Head of Academic Affairs, and executed by the science communicator, programme maker and the event-manager. The results of this work process are measured on the basis of number of participants at online and physical events and numbers of visits to the NIAS-website.

Acquisition and Selection

In order to attract, select and build a balanced Fellows group of enthusiastic, diverse and inspired researchers each year, NIAS will take a close critical look at its selection procedures. The aim is to continue strong ties with co-sponsors who now support certain fellowships. At the same time NIAS will also look to create associations with new co-sponsors to attract and provide financial support for researchers from underrepresented countries, research disciplines as well as artists.

This work process is led by the Head of Academic Affairs and includes the Officer Academic Affairs and the Co-sponsors Officer. Based on the short lists of candidates provide by the NIAS Academic Advisory Board and the respective boards of co-sponsors, the NIAS Director makes the final decision on the composition of the Fellows year group. The results of this work process are measured on the basis of submitted applications and data collected from the year group Fellow's on the country of origin, affiliation, discipline, age, gender and experience.

Facilities and Continuity

For NIAS to achieve its mission and the goals described above it must have a strong, sustainable and flexible supportive organisation where courtesy, cultural sensitivity and clear codes of conduct are ingrained. NIAS staff members need to be service oriented and easily approachable with short lines of communication. The rapid turnover of researchers from different regions is characteristically dynamic and exciting but requires resilient, sensitive and decisive management.

In the coming years NIAS will need to implement a number of organisational changes to achieve a more targeted management system and achieve the goal of creating a more inclusive and diverse institute that will be attractive to a wider range of researchers, writers, journalists and artists. Current structure and governance at NIAS can be seen here [NIAS website](#).

Decisions made by the NIAS Management Team (Director and Head of Academic affairs) are implemented in this work process by the executive secretary and executed by the secretarial assistants, internal communication, the reception, the library service and

the facilities department. The effectiveness of this work process is measured by data from evaluation reports and questionnaires to collect satisfaction scores and feedback from fellows, staff and visitors.

Communication Strategy

NIAS's communication strategy is aimed at reaching three main target groups connected to the main goals and accompanying working processes: 1. external audiences (local and international); 2. potential and underrepresented groups of applicants; 3. current fellows, co-sponsors, alumni and partners. The modes of communication are tailored to communicate different specific messages for each of the three target groups.

The channels of communication for the first target group include the NIAS-website, social media (*Facebook, LinkedIn*), regular media platforms and brochures. Via these channels, NIAS announces the public events (interactive) it organizes and also issues publications to showcase NIAS Fellows' work and the advantages of open interdisciplinary working methods.

The second target group is reached and informed by means of *Calls for Fellowship Applications* which are widely disseminated on international academic and cultural online platforms, the NIAS-website, social media, mentor programmes and through existing academic and cultural networks. In addition, NIAS will establish Regional NIAS Boards in underrepresented areas of the world. These Boards will consist of NIAS ambassadors (i.e. alumni and established researchers around the globe) who will personally, engage with, inform, support and encourage local talented researchers and artists to apply for a NIAS Fellowship.

For the third target group, the channels of communication include the NIAS-website, the online NIAS Community Platform, the 'NIAS Door Campaign' (updated lists of dates with upcoming NIAS events on display on public doors and notice boards), social media, the monthly electronic *NIAS newsletter*, the Fellows' year brochure and the year poster. Information is also disseminated directly to Alumni and NFA members, co-sponsors and partners.

Fifty years of NIAS - 2021: Looking back - going forward

The year 2021 marks 50 years of NIAS - The Netherlands Institute for Advanced Study in the Humanities and Social Sciences. Together with Fellows, Alumni, partners and interested members of the public, we will look back, reflect and look forward at the position of NIAS today against the context of national and international scholarly and art fields. Special attention will be given to take a critical look at the exclusive character of NIAS and other Institutes for Advanced Study around the world. The discussion will centre on how to create a more inclusive form of international and interdisciplinary

research and cooperation while maintaining high standards and advanced projects. The three goals stated above, driven by the specific work process, will be highlighted during the Jubilee year and receive special attention in our Communication strategy.

Linked to this, a special theme '*Belonging and Academia*' has been chosen to mark this important jubilee year. Several special activities and events will be organised in 2021 with this theme in mind. Activities include a Summer School for scholars, writers and artists with a refugee status in the Netherlands. The publication of an anthology of stories about '*Belonging and Imagination*' by a selection of NIAS' writers-in residence. A brand-new Arts & Science-programme for the general public. A three-day interdisciplinary conference aimed at developing a road map to create a new research field entitled '*Studies of Belonging*'. The installation of a new co-sponsored fellowship, in cooperation with *Prins Claus Fund*, aimed at *early career cultural practitioners* from regions where human rights and research freedom is under pressure.

The strategic starting points, our goals and the implementation of these goals through specific work processes, are ready. This solid foundation combined with a raft of new activities and celebratory events in 2021 mean that we are confident that the coming period will prove to be an inspiring and exciting new chapter in NIAS's continuing story.

NIAS Realisatieplan 2023-2024 translated for SEP

2023-2024 NIAS Strategic Targets Per "Lead Sub-team"			
De hoofddoelen blijven: Profiel van vrijhaven; Positie van intellectuele magneet; Bedrijfsvoering voor sociale veiligheid en duurzaamheid			
Kolom B presenteert strategische doelen uit de jaarplannen 2023 van de diverse werklijnen/sub-teams/tandems, en uit uiteenlopende gesprekken die afgelopen voorjaar zijn gevoerd.			
Kolom C geeft de doelen uit het aflopende meerjarenplan. Dit kent 3 hoofddoelen, met elk subdoelen.			
Selection: AdH and AM	2023-2024	Expiring Multi-annum Plan	
	Efficient Reviewing Process	More involvement of alums, current fellows and partners in the selection process	2.c
	Inclusive Selection Process	More insight into the obstacles for non-Western applicants to be successful	2.a
Facilities: IS and BA (and MW)	2023-2024	Expiring Multi-annum Plan	
	Quality Management	Optimise the conditions for non-Western fellows: housing, immigration, information	2.b
		Recurring polls among fellows concerning hospitality, safety and inspiration; facilities and services	3.b &c
		High appreciation from fellows of organisational quality of internal events	3.f
Library Services: ET-EN and LJ	2023-2024	Expiring Multi-annum Plan	
Public Programming: MO and LV	2023-2024	Expiring Multi-annum Plan	
	Quality over Quantity / Focus on Impact	Increase audiences of events (+20%)	1.a
	Coherent Programme / NIAS Recognition	More insight into our target groups en definition of the activities by which to reach them	1.b
	Authoritative Metathematic Programming	More, and financially better covered productions via collaboration and sponsoring	1.e
Academic Affairs: BP and JWD	2023-2024	Expiring Multi-annum Plan	
	Fellows Contribution to Metathematic Output	Further bolstering as intellectual lodestone for curious and heterogeneous groups of academics	2
	Diversification of Fellows' Community	Foster a safe, inclusive, and welcoming atmosphere (together with HuC SSC)	3
	Arts & Science Position Paper	Secure high appreciation of fellows for the quality of the content of internal events	3.f
Communications: KL and RA	2023-2024	Expiring Multi-annum Plan	
	Core Values & Consistent Look & Feel	Profile NIAS as a haven for independent, interdisciplinary and international research	1
	Bolstered Strategic Position	More active involvement of publics on sociale media by staff, fellows, alums and partners	1.c
	Effective Media Partnerships	Produce events with partners to more closely involve them and their constituencies	1.d
Directorate: JWD, MW	2023-2024	Expiring Multi-annum Plan	
	Public Affairs Strategy	Work climate consciously	3.a
	Fundraising For the Blue Sky	Increase financial reserves	3.g
	Increased Staff Wellbeing	Decrease workloads to a sustainable level	3.d
		Nurture team spirit to a higher level	3.e

NIAS Realisatieplan 2023-2024 translated for SEP

[illegible]



NIAS

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NIAS Action Plan for Diversity & Inclusion, Social Safety & Wellbeing

The call for more attention for Diversity & Inclusion (D&I) in the scholarly world is growing. This is not only due to the requirements from, for example, the European Commission, which sets a Gender Action Plan as a condition for Horizon funding, but also due to a growing focus on issues such as social safety and leadership, the tight labor market, the need for further professionalization of the recruitment process, and finding and retaining (scholarly) talent. To remain an attractive employer as KNAW, it will be important for the organization to respond to these challenges and to give shape to the values in our mission about equity and fair access to science.

The KNAW Diversity and Inclusion project plan of January 2023 proposed a way of working in which institute-specific action plans are drawn up by the institutes using a template. This template provides guidance in preparing a good action plan. The template serves as a guide through all the steps of preparing an action plan, suggests actions that are effective, ensures SMART-defined goals and ensures that the KNAW-wide goals are reflected in the action plan. This template is developed into an action plan for each institute by staff from the institute's diversity & inclusion group, the director, the business manager, the P&O advisor, an OC member and is hosted by one of the Diversity and Inclusion policy advisors of the KNAW. This plan will be part of the yearly PBO's.

Step 1: Preparation

Visions and Missions Diversity & Inclusion and Social Safety

KNAW D&I Vision & Mission:

KNAW promotes, supports and recognizes excellent science and interprets the results of research for society. The KNAW articulates the importance of scientific research, knowledge and insight for the economic, physical, social and cultural welfare and well-being of mankind. It wants to contribute visibly to a scientific community with equal rights and opportunities for all and room for open exchange of ideas on the basis of equity.

(From Agenda Diversity and Inclusion KNAW Institutes 2022-2025)

NIAS Mission:

The Netherlands Institute for Advanced Study in the Humanities and Social Sciences (NIAS) provides both intellectual and physical room for curiosity-driven research. At NIAS individual research goes hand in hand with collaboration and cross-fertilization. We facilitate 60 established and earlier career academics from all over the world. Together with them, NIAS contributes to academic and public debates, and promotes the urgent value of academic freedom. (Mission statement still under reconstruction)

D&I and SS Status Quos

Policy advisor prepares:

- Current gender balance

NIAS: To be found in our IMRs; NIAS apologizes for the binary understanding of gender diversity in the IMRs.

- Current representation of nationalities



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NIAS' academic community is liquid. NIAS can here only discuss the representation of nationalities in terms of ambition: ultimate target balance for our (currently) 25 fte of fellows' capacity is: 1/3 Dutch; 1/3 EU and North America; 1/3 Africa, Asia, Caribbean and Latin America. As for our tenured staff: ¼ currently have alternative nationalities to the Dutch.

- Current age balance among employees

NIAS: NIAS last assessed this early 2023. See additional Appendix 4.

Institute prepares:

- Appendix 1: Results of surveys on inclusion

In 2023 NIAS investigated the ways and levels of wellbeing experienced among staff (via qualitative oral interviews) and fellows (via qualitative oral and written exit interviews). It has since taken (further) steps towards improving. See under next point.

- Appendix 2: D&I and social safety action points formulated as a result of the employee surveys

We do not have an Appendix to share here, but can list the following:

- Wellbeing: NIAS is focusing on the responsibilities and how-to's for the management (as in: rather than making staff wellbeing into a de facto responsibility of those managed).
- Clear roles: NIAS staff have collectively produced an accessible and detailed organigram, a ditto year plan, and budget, towards enhancing autonomous decision-making for all.
- Teambuilding: NIAS has developed a calendar of team moments and events to get and stay close-knit. For this, NIAS has also put physical interventions in place.
- NIAS has made one of its offices into a staff room for prayer / mental rest / concentration. This room is also open to fellows, and to those of neighboring KNAW-units who wish to pray.
- Recruitment: NIAS has focused on recruiting more diversity in the team, in age, gender and further, less clear-cut categories; as well as more expertise in the field of inclusion.
- Core values and codes of conduct: NIAS has started updating & tailoring their core values and codes of conduct for staff and fellows.
- Staff safety: NIAS has started to discuss the notion and necessity of active bystander-ship in its staff meetings and also made discussion of incidents part of the meetings' set agenda.
- Fellows' diversity: NIAS has investigated any obstacles for candidates from regions and circumstances so far underrepresented, and is improving its application procedures accordingly.
- Accessibility: NIAS offers to those (fellows) who need specific aids in order to participate in the NIAS community, aids such as recently a Canta.

- Appendix 3: projects concerning D&I and SS that have already started within the institute

All projects in the plan below have gotten started.

Step 2: Goals and focal points

2025 Goals

KNAW:

- **Improve social safety** by proactively discussing and preventing socially unsafe situations and ensuring that every employee, intern and guest knows where to go for help.
- All employees strive to **create an inclusive workplace**, with managers playing an important role. The tools to achieve an inclusive culture are known and applied and diversity & inclusion are promulgated as a value within the organization
- The KNAW wants to **improve the accessibility of the working environment for employees and visitors**, this ensures that more talent can work at the KNAW and we are committed to becoming an organization where everyone can participate.



- Diversity within the KNAW is measured and the organization adapts to the needs of today's employees, in order to **achieve a better representation of all groups within society within the KNAW** and to trace (intersectional) problems. Here you can think of actions like monitoring, recruitment efforts, throughput, outflow, and target figures, supporting atypical careers and support for parents of young children, family caregivers & interns.
- There are already many great projects underway at KNAW. We want to build on the initiatives started from within the staff and **share and disseminate this knowledge and experience within the KNAW.**

Institute-specific goals 2025-2028:

NIAS has a Big Dream on Social Safety and Equality: a **WORLDWIDE and WARM NIAS NETWORK.**

Why? NIAS believes that the more diverse the research community, the richer the inquisitive dynamics. At the same time, NIAS realizes that with more diversity, more controversy and feelings of unsafety may arise. The better we manage (to avert) these, the more sustainable the network of fellows, alumni, partners, audiences and staff. And the more sustainable the network, the more solid the support base for curiosity-driven research. This is important as curiosity-driven research is at risk. To realize its dream NIAS has set the following goals and actions, and has already started realizing and implementing them:

1. Enhance the wellbeing (safety and equity) of staff and fellows:

a. A staff that is comfortable amongst themselves, with their tasks, with all kinds of fellows, and in all NIAS spaces. Towards this:

- By semester 2 2024 (September 2024) NIAS will have trained their management in the responsibilities, practical options and ways of assessment of staff wellbeing, and will have defined a wellbeing agenda.
- By semester 2 2024 (September 2024) NIAS will have assessed the workloads of the team members and the balance between the current NIAS targets and the size of our staff, in order to mitigate a imbalance in the next multi-annum plan.
- By semester 1 2025 (February 2025) NIAS will have assessed the experience of collegial attunement of the staff, and aligned to it the teambuilding calendar, as well as a wishlist of further interventions in the building.

b. Fellows who actively participate in a community of inspiration and collaboration, while all contributing to a comfortable atmosphere for all. Towards this:

- By the 1st 2024 Fellows' Retreat (March 2024) we will have developed a testbed strategy towards selecting a recurring workshop for our Retreats, in which all are positively involved in an experience of difference.
- By semester 2 of 2024 (September 2024) NIAS will have finalized a controversy management protocol that includes both strategies towards averting that we have to implement this protocol, and a sequences of interventions and measures if we cannot avoid that.
- By semester 2 2024 (September 2024) NIAS will have set up a solidarity fund by and for Current Fellows, aiming to offer support to those who need it in order to equally participate in the NIAS fellows' community.
- By semester 1 2025 (February 2025) NIAS will have assessed and updated its oral and written evaluation questions for departing fellows, towards concrete suggestions for improvement of the fellows' experience.



- Up and until Semester 2 2026 (from now through January 2027) NIAS will create “softening and warming” physical spots in their office building inducing collaboration and exchange, such as coffee corners and reading rooms.
- 2. Accessibility: make sure that all at NIAS can make effective use of all facilities on offer in the NIAS offices and housing. Towards this:**
- By semester 2 2024 (September 2024) we will have realized a pool of alumni-assistants to fellows in need of support, be it personal (e.g. in case of handicaps) or social (such as in case of loneliness).
 - By semester 2 2025 (September 2025), the NIAS website will have been made accessible to visually and hearing impaired users. *(Wettelijk verplicht, contactpersoon binnen de KNAW is Iris Vocking.)* Also, a summary page in everyday Dutch will have been provided.
 - By semester 2 2025 (September 2025) we will have assessed all practical handouts, manuals and directions and make sure that they are in plain English, and sufficiently detailed and clear; as well as available in audio/Braille.
 - By semester 2 2027 (September 2027) NIAS will have realized a living community that allows fellows from all personal circumstances to be a happy part of NIAS, among them single parents with child-caretakers.
- 3. Representation: strengthen the diversities of the fellows’ cohorts and the sensitivity from the staff and fellows for the process of inclusion. Towards this:**
- By semester 2 of 2027 (September 2027) NIAS will have consolidated the desired level of intercultural experience in its staff, such as a percentage of staff of at least 30 that are of non-Dutch nationality.
 - By semester 2 of 2027 (September 2027) NIAS will have secured a ratio of ⅓ - ⅓ - ⅓ of fellows from the Netherlands, from North-America and the EU, and from the rest of Europe, Africa, Asia, the Caribbean and Latin America, respectively.
 - By semester 2 2027 (September 2027) NIAS will have implemented policies towards including more early-career scholars in its cohorts. NB: the success of “Young NIAS” will be dependent of the funding that NIAS is able to secure for it.

- *Plaatsingen i.h.k.v. de banenafpraak, bijvoorbeeld via SWOM met streefcijfers. (voor het NIAS slechts ter info, maar mochten jullie iemand extra (tijdelijk) nodig hebben om te ondersteunen dan is dit wellicht interessant)*
Extra vraag van mij: hebben jullie een vertrouwenspersoon en is deze goed opgeleid afgelopen jaar? Of kunnen we daar nog iets voor jullie betekenen?

Step 3: Actions and Tools

Social safety tools

	Action/ Tool	Deadline	Person responsible / contact person
X	Continue training confidential advisors (RSV*)	Oct 2023	Soraya
X	Develop KNAW code of conduct (RSV + CPAS*)	Jan 2024	Nellie
X	Improve communication material social safety (incl. procedures and whom to contact for what)	Sep 2023	Soraya/Nellie
	Promote code of conduct and communication material Social Safety within the institute (via		



	onboarding, posters, intranet, internship agreements, etc.)		
	Leadership training: what to do when reported?		
	Social safety subject of discussion at evaluation talks / annual cycle		
	Require bystander trainings for all employees (possibly cyclical)		
	Bystander training is included in onboarding training		
	Training and follow-up in addressing behavior		
	Social safety objective on evaluation interview/ annual cycle of the manager		

Tools towards creating an inclusive workplace

	Action/ Tool	Deadline	Person responsible / contact person
X	Training on bias and follow-up process are attended by all (HRNU*)		Soraya/Nellie
X	Include Language Policy from KNAW (supplement per institute as needed)		
X	Internship fees for interns to cover financial costs		Ashley
X	Discuss semi-annual D&I report with D&I Policy Advisor and refine actions		Nellie/MT
	Screening inclusive language use in all documents		
	Inclusive language in job postings		
	Make recruitment process more inclusive, e.g. by working with new partners in the city, professionalize the interview approach, training on bias		
	Training on inclusive leadership followed by all managers		
	D&I group of the institute is active and has budget to undertake activities if required		
	Accommodating research duties for PhD students who are pregnant (example Wageningen University)		
	Adding pronouns to signatures in emails or on the website		
	Contact point for people going through gender transition		



	Adjusting first name in email address or on employee badge (if applicable) made possible		
	Celebration of/ Attention to special days that focus on an inclusive work environment		
	Buddy system for new employees		

Tools towards improving the accessibility of the working environment

	Action/ Tool	Deadline	Person responsible / contact person
X	Pump rooms in every building		
	Have scan of building done for accessibility, as basis for action plan to improve accessibility		
	Tools, software and website/intranet are easy to navigate for people who are hard of hearing, deaf, visually impaired or blind		
X	Attention in onboarding of new employees to necessary workplace adaptations		
	Gender-inclusive toilets provided		
	Provide Quiet space		
	Low stimulation workstations		
	Advertise the accommodations mentioned above (for employees/ for events)		

Tools towards achieving a better representation of all groups within society

	Action/ Tool	Deadline	Person responsible / contact person
X	Yearly monitoring of gender/gender data, for inflow, flow and outflow (EU*)		Nellie together with institutes
X	Zero measurement for origin data		Nellie
X	Publish annual reports Action plan (EU*)		Nellie
X	Job placements, e.g. via SWOM (minSZW*) with targets per institute.		
	Target figures for gender for top (management and board of directors) and sub top (professor and full professor (33%)) (minSZW*)		
	Targets for origin of inflow and/or throughput as soon as origin data are available		



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	Talent program to increase diversity of inflow		

Institute-specific goals

	Action/ Tool	Deadline	Person responsible / contact person

* RSV= Report Social Safety: Social Safety in Dutch Science. From paper to practice (KNAW)
HRNU= National action plan for more diversity and inclusion in higher education and research
EU= Horizon Europe Gender Equality Plan
OCMW= requested by OCMW
MinSZW= requested by Ministry of Social Affairs & Employment

Step 4: SMART

NIAS has above already made their goals SMART.

Step 5: Support

Who are the stakeholders (who should be involved)?

- staff: NIAS management, next to Head of Academic Affairs, Communication Strategist (the latter two are the NIAS Working Group on Diversity), all, all + commissioned colleagues from HuC Shared Service Center
- fellows: given the liquid community, to be involved via the exit interviews
- HuC Shared Service Center: management, as it is the bigger unit managing our shared office building

Funding needed? Can it be reserved?

- The investment capacity needed to improve the physical experience of the office and housing, and the level in which they contribute to a working and living community, is not available and cannot be saved from the very tight financial realization.

Support from KNAW D&I team needed (Soraya and Nellie)?

Support from other central services needed?

- We request facility guidance on the literal room for interventions in the physical space of our office building and fellows' house
- We request legal guidance towards finalizing our Controversy Management Protocol

Collaboration from other KNAW institutes requested?



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Terms of Reference for the External Evaluation of NIAS for the period 2018-2023 (2024)

The board of the Royal Netherlands Academy of Arts and Sciences (KNAW) hereby issues the following Terms of Reference (ToR) to the evaluation committee of the Netherlands Institute for Advanced Study in the Humanities and Social Sciences (NIAS), chaired by prof. dr. Sally Wyatt.

NIAS

The Netherlands Institute for Advanced Study in the Humanities and Social Sciences (NIAS) is an institute of the Netherlands Academy for Arts and Sciences (KNAW) and the oldest Advanced Study Institute in continental Europe.

Mission:

It is NIAS's mission to offer an intellectual haven ('chambre de reflexion') to a diverse year-group of scholars, literati, journalists and artists, and to provide these NIAS Fellows with the opportunity to devote themselves to an research project of their own design (the 'owl' function of NIAS). Moreover, NIAS provides the space and time to Fellows to exchange ideas, and to collectively reflect upon their ontological and epistemological assumptions ('living lab'). Building on the outcomes of these exchanges that challenge existing boundaries in terms of academic disciplines, fields (arts & sciences), and sources of knowledge, the institute contributes to debates regarding the value of and threats to academic freedoms, the importance of 'slow science', the tensions between inclusivity and diversity, and the value of trans-disciplinarity (the 'canary' function of NIAS).

Vision:

NIAS views academic freedoms as a prerequisite for ground-breaking research. NIAS is committed to defend academic freedoms, including the freedom to carry out research independently (blue sky principle), thoroughly (slow science) and from various angles (transdisciplinary research, e.g. arts & sciences). These freedoms facilitate a research practice that crosses existing boundaries, challenges established wisdoms and, by doing so, contributes to unexpected insights. NIAS is convinced – like other Institutes for Advanced Study – that curiosity driven and/or engaged research is the best guarantee for outcomes that help us to deal with the urgent challenges of our days.

Targets:

The 2020-2023 plan summarizes that NIAS seeks to:

1. bolster NIAS's profile for academic as well as more general and strategic audiences
2. attract high-quality fellowship applications to build diverse and balanced year groups
3. provide a sustainable enterprise and a safe workplace for fellows, alumni, staff, and visitors

Introduction: Research Evaluations in the Netherlands

In the Netherlands, university boards, as well as the boards of NWO and of KNAW, are responsible for the quality of the academic research conducted at their institutions. As part of the quality assurance cycles, all research units are evaluated every six years. The boards determine which research units are evaluated in a given year, and commission the evaluations to external evaluation committees. For all academic research evaluations the Strategy Evaluation Protocol (SEP) is used.

The SEP evaluations should help improve research quality, and contribute to fulfilling the institutions' duty of accountability towards government and society. In this light, the committees also evaluate the

societal pertinence of the research and/or research unit under scrutiny. Next to quality management, the commissioning boards may use the evaluation outcomes for institutional strategy development. The protocol itself is reviewed every six years in order to move along with developments in research.

The main focus of a SEP evaluation is on the aims and strategies a unit has set for itself. Towards this, the unit produces a self-evaluation, in which it reflects on the realization of its ambitions in the six years prior to the year of evaluation, as well as on its plans for a sustainable future. The self-evaluation is narrative in character, and supported by factual evidence wherever possible; all together offering coherent insight into the levels at, and the ways in which the targets were reached, and will be reached in years to come.

Objectives of the NIAS evaluation

The main SEP evaluation criteria are:

- research quality;
- societal relevance;
- viability of the unit.

In evaluating these criteria, committees are asked to incorporate three specific aspects, that are becoming increasingly important in current scientific practice:

- open science: availability of research output, reuse of data, involvement of societal stakeholders;
- academic culture: openness, (social) safety and inclusivity, research integrity;
- human resource policy: diversity and talent management.

The main evaluation criteria and the three specific motives are described in detail in the SEP.

Notes for the NIAS evaluation committee:

NIAS does not have tenured faculty, no PhD students and no research programme in the SEP sense of the word. Moreover, NIAS till recently rather strictly adhered to the “blue sky principle”: the unit refrained from thematising the research plans that it invites. In the past year, NIAS has somewhat changed this policy, now explicitly contributing to ‘meta-themes’ dealing with various aspects of ‘doing research’ (as mentioned above). Till now, NIAS did not seek research grants (but rather offered them), although till might change in the near future.

The particular mission of NIAS makes parts of the SEP not applicable:

- Under “research quality” NIAS will therefore alternatively focus on “academic merit and performance”, not only in terms of research carried out by individual fellows but also as part of the Fellows group;
- Under “open science” NIAS will focus on the involvement of societal stakeholders in its institutional performance.

Moreover, the KNAW board requests three questions to be addressed, that have particular bearing on NIAS:

- How can NIAS optimize its recruiting process in order to select a Fellows group that is diverse in various ways, competent in carrying out their research projects, and committed to contribute to the broader themes NIAS cares about?
- How can NIAS optimize the material, organisational, social and intellectual conditions that are conducive to free individual and collective reflection?
- How can NIAS strengthen its national role as intermediary across disciplines, connecting the worlds of arts & sciences, and using various sources of knowledge, building on research, experience and imagination?



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Request:

The evaluation committee is hereby requested to evaluate the academic quality of NIAS and its relevance to academia and society, both in retrospect and future-oriented. As for the retrospect, the committee should centre its evaluation around the three main targets that NIAS itself defined for the period under evaluation, and that are given above. As for the future viability of the unit, the committee should evaluate the extent to which NIAS is equipped to achieve the (new) targets that the unit will outline itself. The committee is requested to take into account relevant trends and developments in science and society. The committee is requested to report its findings in a written evaluation report drawn up in accordance with the SEP guidelines and format.

Committee members' requirements: statement of impartiality

Committee members should be able to sign a statement of impartiality. In this statement, members declare that they have no personal relationship with NIAS staff, have no collaboration with NIAS, be it currently or in the period under evaluation, and see no other hindrance to an impartial contribution to the evaluation of the unit.

Schedule

- The site visit at NIAS will take place on November 26 and 27, 2024. One to two months prior to the site visit the KNAW liaison officer will contact you about logistics and other practicalities.
- Following to the site visit, the liaison officer will monitor the formal schedule of reporting that is given in the SEP. Summarizing:
- The committee's evaluation report is expected within eight weeks after the site visit. Upon submission of the report, NIAS will check it for factual inaccuracies.
- If such inaccuracies are detected, the committee should correct them, and then send the final version of the evaluation report to the KNAW board.
- The KNAW board will publish this final version on the KNAW and NWO websites, accompanied by a public statement.

Documentation

- NIAS Self-evaluation 2018-2023/4
- Strategy document 2020-2023 (and updates)
- NIAS strategy document 2025-2028 (draft), Committed to Academic Freedoms
- Provisional programme of the site visit
- Standard Evaluation Protocol 2021-2027 (SEP)
- Conclusions and recommendations from the previous SEP evaluation (2017-2018)
- Reactions from the KNAW board, the NIAS Director, and the NIAS Scientific Board to the previous evaluation report