

ÖAW DEVELOPMENT PLAN 2018–2020

Agreed by the General Assembly of 10 March 2017

ABBREVIATIONS

BMWWF	Federal Ministry of Science, Research and Economy (Bundesministerium für Wissenschaft, Forschung und Wirtschaft)
ESFRI	European Strategy Forum on Research Infrastructures
FWF	Austrian Science Fund (Fonds zur Förderung der wissenschaftlichen Forschung)
RTI	Research, technology and innovation
HI Rome	Austrian Historical Institute Rome
IP(R)	Intellectual Property, Intellectual Property Rights
JESH	Joint Excellence in Science and Humanities
PA	Performance Agreement between the OeAW and the BMWWF

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1. PREAMBLE

The Austrian Academy of Sciences (OeAW) enjoys the special protection of the Republic of Austria and is constantly developing its statutory mission to promote science in every way. This development plan presents the Academy's strategic goals and perspectives for the coming years and forms the basis for negotiating the Performance Agreement (PA) between the OeAW and the Federal Ministry of Science, Research and Economy (BMWFV) for the period 2018–2020.

Many of the activities outlined here continue existing initiatives and most of them aim beyond the coming performance period.

The Austrian Academy of Sciences:

In science and society – for science and society

On the basis of its autonomy, guaranteed by law, the OeAW continues to share responsibility for Austria's future prospects, giving consideration to the federal government's science policy, with the aim to further Austria's development as a scientifically successful, research-friendly country and to establish it as one of the most innovative knowledge societies.

- The OeAW provides a space for scientific creativity and independent thinking.
- The OeAW promotes the freedom of science, research and teaching.
- In setting the foci for its diverse scientific activities, the OeAW considers scientific developments, societal needs and cultural circumstances.
- The members of the OeAW are dedicated to scientific discourse, the scientific examination of societal challenges and disseminating new insights to the public.
- The OeAW supports political decision-making with scientific knowledge and provides the public with reliable information concerning scientific and societal questions. It participates in international activities related to science-based advice for policy and society for instance through academy associations.
- The OeAW initiates and maintains stable partnerships worldwide and represents the Republic of Austria in international scientific organizations in order to promote collaboration between the scientific disciplines and their representatives and to coordinate Austrian participation in large-scale international research projects.
- Through its institutes, the OeAW conducts basic research which is competitive on an international level. The aim is to gain new insights, including in areas neglected by short-term research trends, without limiting the scope to their immediate usefulness. A core activity of the OeAW as a research body is the sustained development and expansion of new fields of research and capacities.
- The OeAW is dedicated to scientifically exploring, securing and interpreting cultural heritage and conducts long-term research in a variety of scientific disciplines.
- The OeAW attracts extraordinary researchers at all stages of their careers from Austria and abroad.
- Through its institutes and fellowships, the OeAW offers high-quality scientific opportunities for talented young scholars to continue their academic training and to further their careers.

- The OeAW cooperates with science and funding institutions to leverage synergies, to create scientific added value and to develop sustainable networks for the Austrian research landscape.
- In the interests of sustained transfer of knowledge and technology, the OeAW shows the potential for the broad-based economic use of its research output and pursues an institutionalized utilization strategy.
- By clearly communicating complex scientific results, the Academy supports the dissemination of research findings and thereby contributes to the sustained improvement in the understanding of science in society. The OeAW thus establishes itself as a place of exchange between science and society.
- In active dialogue with the public, the OeAW includes civil society in research and innovation processes in order to meet current challenges in accordance with society's values, expectations and needs (responsible science and citizen science).
- The OeAW's governance structures and administration provide the best possible support for all science and scientific funding activities.

2. THE ACADEMY AS A WHOLE

2.1. SCIENCE AND SUSTAINABILITY

The OeAW is a significant actor in the Austrian science system. It has around 770 members and around 1,600 staff. As a publically funded institution, it is aware of its manifold responsibilities to society.

The OeAW is vigilant in the future-oriented use of the resources bestowed upon it. The guiding principle of **sustainability** will permeate all activities during the 2018–2020 performance period. In putting this into scientific and administrative practice, the OeAW will consider the “Sustainability Management in Non-University Research Organizations” guidelines jointly published in 2016 by the Fraunhofer Society, the Helmholtz Society and the Leibniz Society and develop them further according to its own requirements.

Sustainability-oriented criteria of research operations entail, besides the best possible **quality of knowledge** based on good scientific practice, conducting socially responsible research and striving to provide contributions to solving societal challenges. In this way, the OeAW will, for instance, further the scientific discussion on the increasing digitalization of society and its manifold effects. The Academy's previous activities will be bundled in a thematic focus. The OeAW also feels it has a duty to contribute to interdisciplinary discussion in the fields of the environment, bio-resources and land use. The scientific work of the OeAW institutes and the OeAW commissions will intensively pursue these goals of acting sustainably. The Academy as a whole considers it its duty to critically contribute to and permanently monitor this development.

Sustainability in the framework of an institution promoting “science in every way” constantly requires new, strong impulses: The OeAW intends to launch an initiative to promote the work of young researchers without thematic restrictions and irrespective of their institutions. This would benefit the Austrian research landscape as a whole. Under the working title “**High Potential Research Groups**”,

this initiative will enable the set-up of temporary teams under the leadership of young post-docs at any suitable research institution in Austria. The groups will receive their own research funds in order to realize high-risk, extraordinarily innovative research ideas that are not yet pursued. This instrument is intended to enable young scientists to develop their careers via independent research and to further promising research topics on the basis of the bottom-up principle.

The OeAW will continue its commitment in the areas of **scientific integrity** and **scientific ethics** as well as its work with the Austrian Agency for Research Integrity. The OeAW Commission for Science Ethics with its two recently elected members from the field of animal ethics can undertake a broader spectrum of activities, particularly with regard to animal experiments.

Acting sustainably depends on greater awareness of various risks. As a publically financed institution, the OeAW has already taken important steps with the "Public Corporate Governance Kodex" (PCGK). Further improvements in the area of **risk management** are currently being undertaken.

As an employer, the OeAW will further **staff development** with a particular emphasis on talent management. The human resources department supports managers to recognize their staff members' potentials for development. All staff, including those on temporary contracts, are to receive the best possible career development support, not least via specific training. Goals such as equal opportunities and respect for diversity are pursued, as is the promotion of women via the women's promotion plan. Measures are also being taken to increase data protection for employees.

The OeAW will continue to pursue its aim to guarantee transparent governance for all organizational units in the coming performance period – with increased focus on sustainability management. Building on the measures in the performance period of 2015–2017, further steps will be taken to optimize administrative procedures in the interests of **good governance**. A key area here is putting into practice **compliance** guidelines and the harmonization of accounting and controlling at the institutes, including the OeAW's subsidiaries. The aim is to increase efficiency and effectiveness by standardizing processes, including continued transition to electronic workflows.

As operator of several research institutions in Austria, the OeAW will continue to expand its sustainable handling of real estate and resources. Comprehensive consolidation of its facilities will be completed. A holistic examination of the OeAW's facility management will give due consideration to technical, economic and ecological criteria, with a special focus on the **conservation of resources**.

2.2. SCIENCE AND THE PUBLIC

The OeAW will further expand its role as a **voice of science** vis-à-vis the greater public and politics. The aim is to increase knowledge about the results, opportunities and risks of science and research, thereby strengthening Austrian knowledge-based society. The OeAW pursues this goal at all levels of its organization. In particular, the learned society has a large role to play in realizing the concept of an open and recognized center of science with diverse content. With its members in Austria and abroad, the OeAW functions as a broad, multidisciplinary discussion forum. Future-related topics of great relevance to society are discussed and communicated on a scientific basis, including by experts from beyond the Academy. The members will devise and implement public events. Particular attention will

be paid to developing dialogue-oriented formats and fostering enthusiasm for research and science among the broader public, especially among young people.

The OeAW will increase its visibility throughout Austria by holding events in the federal states.

Attention will be paid to the topics of **open science** and **responsible science**. The analysis of these approaches - begun on the level of the Academy as a whole with the signing of the memorandum of understanding "In Dialogue with Society – Responsible Science" - will be continued. In particular, science-based analyses of the significance and effectiveness of responsible science and open science are planned.

Via all of these activities, the OeAW promotes the realization of the Austrian government's program and EU policy goals. The theme "**Science with and for Society**" features as cross-sectional material in the framework program HORIZON 2020.

The OeAW is in constant **dialogue with the public**. This dialogue between the Academy, politics and civil society is to be deepened by public, participatory events (e.g. club discussions), especially in the pavilion of the Campus Academy once it has been built. Additionally, the OeAW will continue to professionalize its public relations by reliably providing the public and the media with news from the world of science via various communication channels, and increasingly via social media. Public relations work following the rules of good science communication is imperative. Measures that have been planned or are already underway are:

- Ensuring the OeAW has a **highly recognizable** public image via the consistent implementation of its corporate design, e.g. by bringing the online presentation of further OeAW institutes and commissions into line with that of the main website.
- Expanding the OeAW website with contemporary communication formats and increasing the OeAW's social media presence in order to more effectively reach new target groups, especially young people and digital natives with an interest in science.
- Increased bundling of communication of the Academy's communication activities to ensure publicity work is integrated and as appropriate as possible.
- Intensifying the **communication** of research results from the OeAW institutes.
- Placing special emphasis on "Young Science":

The majority of the OeAW institutes maintain an active dialogue with young people, through programs such as "Science goes to School", "Sparkling Science", the Long Night of Research, children's university etc. Age-appropriate exhibitions and exhibition materials are developed, guided tours of museums and institutes are offered and materials are devised to support staff didactic training. The Academy's goal is to give this broad range of opportunities a prominent place on its website in order to provide access to scientific topics for an even broader public.

A "**Young Researchers' Day**" will be hosted to attract a young audience to the OeAW. The program for such an event could entail:

- Public awards ceremonies for outstanding pre-scientific works by final year school pupils
- A School Academy
- Presentation of research experiences by pupils for pupils (obtained e.g. through work experience placements at OeAW institutes)

- Interactive travelling exhibitions in the OeAW assembly hall and the future pavilion at the Campus Academy, e.g. drawing on “Spurensuche – die Bausteine des Universums” (Searching for Clues – the Building Blocks of the Universe) at the OeAW Institute of High Energy Physics (HEPHY)

Particular emphasis will be placed on the Campus Academy, which will be completed within the performance agreement period of 2018–2020.

2.3. SCIENCE AND INTERNATIONALISATION

As a national academy, the OeAW also represents Austrian science abroad. This includes participation in large-scale international research initiatives, actively representing scientific and societal interests and contributing to the strategic design of the European and international research space.

High-level basic research can only be fruitfully undertaken **in a global context**. It requires partnerships not only between individual scientists and scientific groups, but also on an institutional level. Hence, the OeAW will continue to expand its internationalization activities.

As a key non-university research organization, the OeAW will play a leading role in developing Austria as a site of research both within and beyond the field of basic research. Particularly in the context of internationalization, the OeAW will constantly develop its activities with consideration for the national perspective and help raise Austria’s profile as a site of research.

Worldwide partnerships

The OeAW currently has over 60 partnerships with leading scientific institutions around the world and is constantly strategically increasing them. The plan is to analyze the existing agreements and introduce an activity monitoring in order to consolidate existing contacts and actively and sustainably forge new contacts by involving all members in the process.

Scientist exchanges with partner academies have a long tradition at the OeAW. This exchange will be intensified in targeted fashion in order to maintain and expand the Academy’s contacts and to enable members and staff to spend short stays in those (neighboring) countries. The OeAW considers it one of its roles to act as a bridgehead irrespective of current political events and to promote the further development of science and research together with its partner academies. In this context, it also strives to establish or develop bi-national or multinational commissions in which members of several academies enter into regular scientific dialogue.

Emphasis will also be placed on expanding bilateral relations between the OeAW and Austria and the wider Asiatic region. In accordance with the “Beyond Europe” strategy, the Academy will look into the possibility of working with partner countries in the framework of shared bodies (“joint labs”) or other forms of collaboration in order to expand its scientific cooperation. Collaboration with academy networks – e.g. “The World Academy of Sciences” (TWAS), “All European Academies” (ALLEA), the “European Academies Science Advisory Council” (EASAC) and the “Union Académique Internationale” (UAI) – has also been intensified in recent years.

Cooperation and development of scientific potential

The OeAW supports young scientists in the context of its international activities, with the aim of guaranteeing high scientific standards. In order to develop scientific potential (capacity building), consideration is also given to young scientists in countries lagging behind in terms of their RTI performance. This has proved to be of mutual benefit. The OeAW will continue to develop its own exchange programs (e.g. “Joint Excellence in Science and Humanities” – JESH) and review its participation in relevant EU programs (e.g. “Research and Innovation Staff Exchange” – RISE or “Innovative Training Networks”).

In addition to these personnel-related measures, the OeAW will contribute to build capacity on an institutional level (particularly in the Danube region) and increase its offers to act as a potential partner for twinning projects. The Academy will also support the reinforcement of scientific systems and consolidate its cooperation with foreign scientific actors, for instance in Eastern and South-Eastern Europe and the Asiatic region.

Large-scale international research initiatives

Austria’s participation in large-scale international research facilities represents a valuable contribution to the development of a nationwide research landscape that is internationally compatible. The OeAW represents the Republic of Austria in large-scale international projects, thereby providing Austrian researchers the opportunity to participate in such initiatives.

In 2014, the OeAW created a commission for participation in large-scale international research, providing a platform for discussing the relevance of existing memberships and joining new research initiatives. The aim is to optimize the use of international research institutes in the interest of Austrian science.

The OeAW will continue to use its expertise as a significant player in this field to further expand participation in large-scale research projects within the context of the Austrian Research Infrastructure Action Plan and the “Austrian ERA Roadmap”, with the goal of strengthening Austria’s international standing while giving due consideration to optimizing and sharing costs and minimizing risk. In order to secure and expand Austrian ESFRI participation, the OeAW will also further the development of e-research infrastructure. Besides strengthening and expanding existing collaboration, another important goal is cooperation with social sciences and humanities infrastructure and networks. In view of its assigned and autonomous memberships and cooperation with large-scale international facilities, during the 2018–2020 performance period the OeAW will pursue the following goals in particular:

- Continued cooperation with leading international institutions under the auspices of the responsible ministry
- Reviewing its portfolio in consultation with the BMWFW, including a decision on the quality-assured continuation of existing cooperation with large-scale research institutions or expanding involvement
- Establishing and developing new autonomous and, where applicable, assigned memberships in pioneering fields in consultation with the scientific community in Austria

2.4. SCIENCE, GENDER AND DIVERSITY

The OeAW is committed to a gender and diversity policy across target groups in order to create a working environment free from discrimination. All members of the OeAW should be able to unfold their individual potential and capacities in a climate of openness and integration irrespective of gender, age, ethnicity, sexual orientation, religion or disability.

Formats examining gender and diversity raise awareness, develop and expand gender and diversity skills, and contribute to increased sensitivity and hence their anchoring in the culture of the OeAW. The OeAW plans to continue all gender and diversity measures – provided they receive positive evaluation in 2017 – such as the Lectures on Gender & Diversity.

In collaboration with the working group on non-discrimination, the OeAW places emphasis on promoting women in their scientific career, for instance via its continued mentoring programs for young female scientists and dialogue with national and international experts. The OeAW's women's promotion plan will be continued accordingly or, if necessary, adapted for the years 2018–2020. The OeAW will strive to increase these measures, especially with regard to improving the compatibility of work and family (e.g. by rotating directorship of institutes). The OeAW also plans to regularly publish the number of women on OeAW boards and introduce measures to increase the visibility of women's achievements in research. In awarding fellowships and prizes, particular attention will be paid to promoting women. A diverse range of professional training will also be provided for all employees of the OeAW.

3. LEARNED SOCIETY

The learned society consists of around 770 members at home and abroad. It is divided into the Division of Humanities and the Social Sciences, the Division of Mathematics and the Natural Sciences, and the Young Academy.

Collaboration between various disciplines within the OeAW's characteristic learned society means that the Academy is predestined to pool interdisciplinary expertise and develop interdisciplinary methods, to launch further initiatives in this regard and to reinforce existing ones. Innovative, pioneering ways of problem-solving might be fostered by "converging sciences".

3.1. COLLABORATION IN SCIENTIFIC COMMISSIONS

Commissions are primarily composed of members of the OeAW and enable them to undertake longer-term scientific work in consultation with external experts, thus promoting multidisciplinary cooperation between members of all categories (full members, corresponding members in Austria and abroad, members of the Young Academy).

The commissions are an example of collaboration between various disciplines, without which today's complex questions cannot be solved. It is of vital importance that questions are examined through

appropriate, balanced cooperation between the arts and humanities, social sciences and cultural studies and the natural sciences, life sciences and technical sciences.

It is the task of the scientific commissions to:

- Scientifically develop clearly defined themes and present results at events open to the public or in publications
- Enter into inter- and transdisciplinary dialogue with the goal of identifying innovative research questions that have yet to receive sufficient attention
- Coordinate scientific exchange and research cooperation, beyond the OeAW and Austria
- Contribute to science-based advice for society and politics
- Disseminate knowledge to the public

The OeAW currently maintains the following commissions:

Commissions of the Division of Mathematics and the Natural Sciences

- Commission for Astronomy
- Commission for Cooperation with Large-Scale Facilities
- Commission for Geographic Information Science
- Commission for Geosciences
- Commission Climate and Air Quality
- Commission Sustainable Mobility

Commission of the Division of Humanities and the Social Sciences

- Commission for Migration and Integration Research
- Commission for the Legal History of Austria
- The North Atlantic Triangle: Social and Cultural Exchange between Europe, the USA and Canada
- Vanishing Languages and Cultural Heritage

Commissions of the Academy as a whole

- Commission for Cooperation with the Austrian Ministry of Defence and Sports
- Commission for History and Philosophy of Sciences and Humanities
- Commission for Interdisciplinary Ecological Studies

In the period 2018–2020, the OeAW will support the work of the commissions especially via the following measures:

- Accelerating the establishment of new commissions on special topics of scientific and/or societal relevance
- Supporting third-party funding project proposals

The OeAW also plans to establish a series of new key topics in the coming years. In order to identify these topics and to strategically prioritize potentially competing projects, the Academy is considering

forming a **perspectives committee** of members to advise the Presiding Committee. This committee is designed to provide valuable expertise on the thematic (re-)orientation of OeAW activities irrespective of structure and in accordance with international progress in the sciences. One of the main tasks will be identifying emerging fields, that is, scientific fields undergoing dynamic development and representing unforeseeable scientific challenges.

3.2. OTHER ACTIVITIES AT THE INITIATIVE OF MEMBERS

Developing appropriate quality standards for the humanities, social sciences and cultural studies

The OeAW intends to continue to develop quality standards for the representation and evaluation of scientific performance that do justice to the humanities, social sciences and cultural studies with an emphasis on the strengths, traditions and aims of the disciplines, in dialogue with the formal and natural sciences. In the mid-term, these standards are to be established beyond the OeAW; hence, the Academy will seek or continue dialogue with other academies, universities and funding bodies at home and abroad.

Disseminating knowledge

- The learned society's interdisciplinary discussion forum will be expanded, especially with respect to topics of societal relevance. Print and online publications will make the discussions available to the public.
- The Academy lectures, in some cases co-funded by the Federation of Austrian Industries, will be continued and expanded.
- An international symposium is planned to mark the 100th anniversary of the year 1918 and the restructuring of Europe after the First World War.

Key topic: the history of the ÖAW

In 2022, the Austrian Academy of Sciences celebrates the 175th anniversary of its foundation. To mark the occasion, a book will be published on the history of the OeAW, representing the Academy in accordance with its significance and situating it in the scientific landscape.

Science advice for policy and society

The Academy has experience in developing and publishing policy briefs advising on policy and societal issues. It has also encouraged public discussion of pressing societal issues. Continuing this trend the OeAW will further develop its portfolio of science-based advisory services. The OeAW considers its policy advice activities an active contribution to a "res publica" affecting every citizen.

In this context, the OeAW will also continue its successful collaboration with the National Council. The discussion format specially developed to this end occupies a special place in the Academy's policy advice activities. The emphasis is on dialogue on an individual level in order to foster greater mutual understanding and trust.

The Academy will further perform an advisory role in the framework of the project "Science Advice for Policy by European Academies" (SAPEA) for the European Commission.

The OeAW's members serve on international committees in an advisory capacity, for instance supporting the UN in monitoring whether sustainable development targets have been met. Various OeAW institutes and commissions are also active in this field, e.g. monitoring sustainable ecosystem conservation. The OeAW will continue to promote and support its members' activities in these areas.

3.3. NATIONAL COMMITTEES

The International Research Programs, commissioned by the BMWF, are conducted by three national committees overseeing the "Earth System Sciences" (ESS) program at the OeAW – "Global Change", "Geo/Hydro Sciences", "Man and the Biosphere" – for the most part comprising members of the Academy. The programs will be continued autonomously, i.e. after 2018 they will be restructured in consultation with the BMWF.

4. RESEARCH PERFORMING ORGANISATION

4.1. BASIC RESEARCH

The OeAW is an institution performing basic research that is competitive on an international level. It currently houses **28 research institutes** specializing in a variety of fields:

Mathematics, natural sciences and technical sciences

Life Sciences

- CeMM – Research Center for Molecular Medicine
- GMI – Gregor Mendel Institute of Molecular Plant Biology
- IMBA – Institute of Molecular Biotechnology

Mathematics, physics, space research and materials sciences

- Erich Schmid Institute of Materials Science (ESI)
- Institute of High Energy Physics (HEPHY)
- Institute for Quantum Optics and Quantum Information, Innsbruck (IQOQI Innsbruck)
- Institute for Quantum Optics and Quantum Information, Vienna (IQOQI Vienna)
- Acoustics Research Institute (ARI)

- Space Research Institute (SRI)
- Johann Radon Institute for Computational and Applied Mathematics (RICAM)
- Stefan Meyer Institute for Subatomic Physics (SMI)

Humanities, social sciences and cultural studies

- Austrian Centre for Digital Humanities (ACDH-OeAW)

Archaeology and classical studies

- Institute for the Study of Ancient Culture (IKAnt)
- Institute for Oriental and European Archaeology (OREA)
- Austrian Archaeological Institute (OeAI)

Asian studies and social anthropology

- Institute of Iranian Studies (IIS)
- Institute for the Culture and Intellectual History of Asia (IKGA)
- Institute for Social Anthropology (ISA)

Historical sciences

- Institute for Medieval Research (IMAFO)
- Institute for Modern and Contemporary Historical Research (INZ)

Cultural research

- Institute of Culture Studies and Theatre History (IKT)
- Institute of History of Art and Musicology (IKM)

Social sciences

- Institute of Demography (VID)
 - Institute for European Tort Law (ETL)
 - Institute for Interdisciplinary Mountain Research (IMR)
 - Institute for Urban and Regional Research (ISR)
 - Institute for Comparative Media and Communication Studies (CMC)
- Institute of Technology Assessment (ITA)

In 2016, the OeAW employed over 1,000 people with its own funds and over 600 financed by third-party funding. Overall, more than 600 young scientists work at the OeAW's institutes.

The OeAW will remain committed to helping to shape the Austrian research environment. Efforts will be made to support the further development of the sciences and research institutions around the world,

review existing structures and types of organizations, improve the Academy's position in personnel policy in the context of international competition and intensify consultation with actors in Austria, especially universities but also research funding bodies such as the Austrian Science Fund (FWF).

4.2. INNOVATION AND QUALITY STRATEGY

The dynamic development of the existing institutes will be advanced and the establishment of new initiatives will be monitored within the framework of an innovation and quality strategy oriented around internationally recognized quality standards. Implementing such monitoring will open up thematic and organizational focal points.

Careers in science

The OeAW career model, which aims to provide structured career prospects for outstanding scientists and particularly the best young scientists, will be developed further. Particularly in light of the increasing international competition to attract the "best minds", the OeAW is constantly striving to enhance its attractiveness for scientists at all stages of their careers. The following measures will play a key role:

- Measures promoting scientists' mobility at all career stages, including creating a central welcome center to attract more international scholars
- Tenure options within the framework of the existing opportunities for advanced young scientists who have begun to establish themselves internationally as leaders in their field(s)
- Conception of sabbatical opportunities for establishing scientists
- Where possible, appointment of institute directors on a rotary basis, especially new appointments
 - to help create greater personal freedom to undertake research and to help improve the compatibility of pursuing a career and having a family
- Analysis and further development of the process of staff evaluation

Scientific innovation

As a research performing organization, the OeAW will continue to monitor its research fields and structures, implementing changes if necessary and adding new elements in order to achieve **dynamic continued development** and qualitative improvement.

The OeAW institutes and working parties are structurally and thematically **open to new research activities**. Especially when an institute reaches the end of its term or the leader of an institute or working party leaves, its thematic orientation is reviewed and if necessary adapted in line with the international development of the sciences. Continuation of institutes and replacement of personnel are not automatic.

The successfully established **Innovation Fund “Research, Science and Society”** financing extraordinarily innovative research in all fields of the Academy will be continued, with great emphasis placed on thematic openness. This competition for future-oriented innovative ideas, evaluated according to common international standards, will contribute to the dynamic continued development of the OeAW as a whole. Support will be given to research yet to be pursued or located in between established research fields and with far greater uncertainty regarding results than usual, the development of innovative methods of collaboration (including across institutes) and the devising of new concepts of promoting young scientists and women or funding mobility. The central criterion remains the innovative strength of the project; the fund is expressly open to a broad range of study designs.

In future, the OeAW will intensify its commitment to the strategic **continued development of the humanities, social sciences and cultural studies** beyond the discipline-specific quality criteria outlined under members’ activities:

- The OeAW will continue its activities in the framework of the “Aktionsplan für einen wettbewerbsfähigen Forschungsraum” (Action Plan for a Competitive Research Environment). One of the central themes besides promoting young researchers and intensifying the dialogue between science and society is the continued strategic development of the humanities, social sciences and cultural studies in Austria.
- Particular emphasis will be placed on strengthening the digital humanities: the OeAW is the host institution of two “European Research Infrastructure Consortia” (ERIC) in the digital humanities – CLARIN (“Common Language Resources and Technology Infrastructure”) and DARIAH (“Digital Research Infrastructure for the Arts and Humanities”) – and thus bears responsibility for the content-related and organizational development of the field in Austria. Together with the University of Vienna and the University of Graz, the “Austrian Centre for Digital Humanities” at the OeAW forms the “Austrian Centre for Digital Humanities”. The center seeks to advance digital transformation in the humanities – in line with the “Digital Humanities Austria Strategy” formulated by the OeAW in 2015 – and to make the digital paradigm an integral component of humanities methodology.
- Plans for the continued development of the ACDH-OeAW include:
 - Optimizing the service character of the ACDH-OeAW
 - Emphasis on exploring cultural heritage and source-based research
 - Establishing an inter- and transdisciplinary space (humanities laboratory) to strengthen communication in the digital humanities at the OeAW
 - Exploring new fields of research such as geohumanities
 - Identifying possible interfaces with potential for synergies between the Austrian Academy of Sciences Press and the ACDH-OeAW
- The OeAW is intensifying its cooperation with the Austrian Historical Institute in Rome (HI Rome) as a preliminary step to examining the possibility of the HI Rome’s complete integration into the OeAW in the mid-term. With its archaeological, art historical and historical research, the HI Rome would be a perfect fit for the OeAW research portfolio. Prerequisites for such a project are appropriate financing and human resources.

A significant catalyst of innovation in the OeAW's portfolio is highly competitive third-party funding. Hence, the OeAW continues its active **third-party funding strategy**. Besides heavy participation in FWF programs, the OeAW will continue to support the federal government's aim to increase financial returns from HORIZON 2020 and other European programs and will thus optimize the framework for applying for third-party funding – including through consultation with the Austrian Research Promotion Agency (FFG):

- Intensifying administrative, financial and legal support, especially by expanding the spectrum of advice beyond EU funding to include acquisition of third-party funds and projects on the national and international level
- Expanding advice, information and training services for all project phases
- Reviewing the expansion of incentive systems to accelerate applications underpinned by supporting measures in the areas of “consultation – information – training”

Scientific quality assurance

Existing measures in the areas of quality assurance and research controlling will be analyzed and those that have proven effective will be continued. One example of such measures is performance-oriented funding.

Critical investigation will be undertaken concerning the qualitative and quantitative criteria by which the quality and performance of research is presented and assessed in all disciplines. This will entail consideration of the “San Francisco Declaration on Research Assessment” and will draw heavily on the expertise of OeAW members, who collectively cover virtually all scientific subjects. It is planned to continue to develop quality criteria appropriate for the sciences on a subject- and task-specific basis. The possibility of developing entirely new criteria and their consistent implementation will also be considered.

Scientific infrastructure

The coordinated expansion of **state-of-the-art** research infrastructures is an important prerequisite of excellent basic research.

The OeAW will press on with the renewal and efficient management of research facilities, their connectedness and their **use across institutes**. (This also includes consideration of administrative and/or technical needs.) Wherever possible it encourages and seeks joint use of technical facilities and large apparatus in order to guarantee affordable access and the greatest possible usage.

For instance, through its life sciences institutes at the Vienna Biocenter the OeAW wishes to ensure that in the course of the planned expansion of the Vienna Biocenter campus, an agreement is reached concerning its coordination and use that is of benefit to all parties involved, leading to solid needs assessment and the further qualitative improvement of collaboration between all units on the campus.

Since 2012, the OeAW has contributed to the BMWFW's **research facilities database**, supporting the goals of the government program, the RTI strategy and the "Austrian Research Facilities Action Plan 2014–2020", which considers the connected establishment and use of research facilities to be a priority for the development of Austria as a site of research.

In recent years, there has been a significant increase in the need for high performance computing at many of the OeAW's institutes. Hitherto, in-house solutions have been used by the individual institutions; in the coming performance period of 2018–2020 these must be replaced or expanded. Hence, a conceptually innovative joint center must be established in order to do justice to the growing needs of the institutes. The OeAW will assess the needs of each institute so that it can take the appropriate measures (provision of a "**high performance data analysis center**" connected to the existing High Performance Computing Center, expanded or adapted in accordance with needs specific to the OeAW).

The OeAW will guarantee needs-based access to electronic journals.

Scientific cooperation

Cooperation is an important instrument for strengthening Austria's research and making the country an innovation leader. The OeAW maintains various forms of cooperation, a strategy which will be continued, forging alliances, using synergies and generating mutual scientific benefits.

Internal cooperation:

- In order to connect existing strengths, especially in the fields of archaeology and classical studies, medieval and Byzantine studies, Iranian studies, Asiatic studies, social anthropology and modern and contemporary history, the OeAW will initiate internal, competitive research cooperation focused on "Global Eurasia – Comparison and Connectivity". The emphasis will be on historical connections and comparisons between different cultural spaces in Asia and Europe and their significance for the present.
- The OeAW research cluster "Archaeology and Classics" – formed by cooperation between the Institute for the Study of Ancient Culture, the Austrian Archaeological Institute and the Institute for Oriental and European Archaeology – will continue to be strengthened in order to secure research across institutes on important archaeological and classical topics for the future.
- **Topic platforms across institutes** will also be established, allowing institutes and members to connect a series of projects and foci in the field of the humanities, social sciences and cultural studies, such as:
 - "Natural Sciences and Archaeology"
 - "Economy, Religion and Politics in the Euro-Asiatic Region from Antiquity to the Present Day, with Particular Emphasis on Religious Pluralism and Human Rights"
 - "Knowledge as a Category and in Context. Function, Circulation, Transformation"

The OeAW always develops internal cooperation with a view to potential cooperation with external partner institutions.

External Austrian and international cooperation:

The OeAW's cooperation portfolio already includes centers such as the "Wittgenstein Centre for Demography" or the "Vienna Centre for Quantum Science and Technology". The aim of this association-like form of cooperation is to bundle locally available experts within a discipline or complementary disciplines beyond the boundaries of institutions. These centers develop joint efforts to promote young scientists, use apparatus and facilities, and propose and conduct research projects. The publication and interpretation of results within the cooperation take place in consultation with the participating partner institutions.

In order to consolidate the Austrian research landscape, the OeAW is intensifying its **cooperation with other research institutions**.

For instance, the "Erwin Schrödinger Center for Quantum Science & Technology" (ESQ) is a national research initiative launched by the OeAW in partnership with the University of Vienna, the TU Wien and the University of Innsbruck. The aim is not only to promote quantum research in Austria and give it a unified voice internationally, but also to bundle existing expertise and to increase potential for innovation. To this end, plans are afoot for an ESQ post-doc program and focused innovation projects ("ESQ Discovery Programme"), bringing highly qualified researchers to Austria.

Through its involvement in the European Commission's "FET Flagship Quantum Technologies" and the BMWF's corresponding national funding program, the OeAW will also contribute to the further development of Austria's strong international position as an outstanding site for research in the field of quantum physics and quantum technologies.

The planned stem cell center ("Austrian Centre for Stem Cell Research") at the IMBA will pursue the aim to bundle expertise and facilities in the field of stem cell research and make them available to the scientific community in Austria.

The ACDH-OeAW cooperates on digitalization projects not only with OeAW institutes but also with other institutions (e.g. universities and libraries) in Austria and Europe. It is increasingly important to establish sustainable international structures, particularly in the fields of sciences that also work digitally. In this context, European research facility consortiums – such as CLARIN, DARIAH and the "Survey of Health, Aging and Retirement in Europe" (SHARE) in the social sciences and the humanities – play an important role. The Academy's position and that of the ACDH-OeAW in DARIAH and CLARIN is being developed further for the benefit of Austria as a whole.

The independent, transdisciplinary and transnational "Refugee Outreach and Research Network", founded at the initiative of the Institute for Social Anthropology in 2015, will be expanded further. The main aim of this initiative is to connect scientific knowledge and its dissemination to the public, for instance in order to counter false information about refugees. Partners include several OeAW institutes and institutions at universities in Austria and abroad.

The OeAW is intensifying its **personnel cooperation** in order to bring the best scientists to Austria or keeping them here and involving non-university researchers as effectively as possible in university research and teaching.

- Wherever possible, involvement of OeAW staff in university teaching should be on a contractual basis.
- Outstanding young scientists should receive mentoring under optimal conditions, including, where appropriate, across institutions. Collaboration in promoting young scientists can entail creating joint doctoral and PhD programs.
- Where appropriate, the possibility of increasing cooperation with a university is examined well before appointments are made to scientific leadership positions such as group leader or institute director. The aim is to actively contribute to determining key topics.

OeAW International Summer Schools

The OeAW is developing a funding program “International Summer School” with the objective of identifying and supporting the best students and young scientists around the world, providing them with insights into a scientific career and enabling them to undertake short-term work with leading scientists.

Annual competitive and thematically open calls can support both existing and new summer schools focusing on relevant research topics and innovative formats at OeAW institutes – in collaboration with commissions where appropriate. Applications will also be possible within the association of institutions. With the participants as multipliers, the summer school format will also advance the OeAW’s internationalization and international visibility.

4.3. UTILIZATION OF KNOWLEDGE

As a research performing organization, the OeAW focuses on basic research, which can also lead to fundamentally new insights with considerable economic potential or to the development of patentable solutions to specific problems.

In accordance with the BMWFW’s future strategy “Life Sciences und Pharmastandort Österreich” (Austria as a Life Sciences and Pharmaceuticals Site) and the federal government’s strategy for intellectual property, for instance, the OeAW aims to create greater awareness of issues related to the utilization of knowledge and its patenting in the relevant research fields.

To this end, the OeAW is developing guidelines for dealing with economically exploitable intellectual property. These guidelines will guarantee optimal use of inventions by OeAW research institutions in accordance with the circumstances in various disciplines.

The intellectual property rights (IPR) strategy applies to all areas of the OeAW and entails *inter alia*

- Further IPR training for staff in research fields with patent issues
- A range of activities related to “patent scouting” enabling early discovery of the potential for invention and utilization
- Devising an IP creation process, from registering inventions to applying for and obtaining patents

- Marketing strategies for various utilization scenarios (spin-offs, sale or licensing of IP rights to third parties, developing a strategic patent portfolio for future cooperation) for all OeAW institutes

In the course of consolidating the transfer of knowledge and technology, the OeAW will consider involvement with existing facilities and cooperation with institutions such as the TU Wien.

The OeAW will also look into establishing academic spin-offs and where appropriate ensure their optimal implementation. The goal is intensive cooperation with the BMWFW's knowledge transfer centers. In the life sciences, the OeAW will increase its collaboration with the planned "Translational Research Center" in order to systematically utilize the ideas generated by basic research for the development of medicines. The aim is to make the translation of research results into practice effective and efficient.

At the same time, attention will be paid not only to the economic utilization of knowledge and technology transfer, but also to its social embedding. Where desirable, non-scientists can be increasingly directly involved in research projects (co-creation). Generally, transfer of knowledge – especially from the humanities, social sciences and cultural studies – is to be intensified. Here it is important to effectively communicate scientific results and insights to society.

For instance, the research institutions in the fields of the humanities, social sciences and cultural studies with cultural heritage databases offer services and make their archives, databases and collections available online for other scientists and the public. The ACDH-OeAW plays an important role here.

The OeAW will look into creating an open access fund to finance activities enhancing public access to scientific results. On the one hand, this will cover or co-finance the costs of publications by OeAW authors in open access media, while on the other hand these funds can be used for relevant activities of the OeAW's publishing house and to support the OeAW's own open access repository, for instance. Funds will also be acquired from private patrons or foundations.

5. PROMOTING YOUNG SCIENTISTS VIA GRANTS AND AWARDS

By providing grants and awards the OeAW promotes highly qualified young researchers in order to maintain and strengthen Austria's status as an attractive site for the experts of tomorrow. These funding measures benefit the entire scientific landscape in Austria, since they are awarded irrespective of location and institution. The OeAW will continue to develop its portfolio of grants and awards in the context of national, European and international funding programs.

When awarding grants to doctoral candidates and post-docs, the OeAW focuses on supporting individual scholars. The selection process evaluates the excellence of the individual applicants and the scientific quality of the proposed project.

The OeAW currently also awards 17 prizes to young scientists and two prizes honoring a scientist's life's work.

5.1. GRANTS

Promoting young scientists remains a principal goal of the OeAW. Hence, it implements a broad range of funding programs in order to make a sustained contribution to increasing opportunities for doctoral candidates and post-docs in Austria.

Pre-doc funding

By increasing funding for doctoral programs, the OeAW has been able to increase enrolment to the DOC program by approximately 29 %, which corresponds to international standards. It was ultimately possible to fund all applicants evaluated as outstanding. The following measures will be implemented in the period 2018–2020:

- Retaining the focus on funding doctoral candidates
- Retaining the target of approving at least 25 % of DOC applications (i.e. 60–70 grants per year)
- Expanding (and further developing) DOC-team

Initiatives for post-docs

“Postdoc-Track”: the OeAW’s Postdoc-Track pilot program annually awards grants for between five and twelve months to young scientists who have recently received their doctorate in order to smoothen the transition into the post-doc phase. To support the further development of a post-doc culture in the humanities, social sciences and cultural studies, the pilot program ending in 2017 is aimed at candidates from these disciplines.

In the 2018–2020 performance period, the program will be extended. The Academy will also look into expanding calls to include Austria as a whole, while retaining the focus on the humanities, social sciences and cultural studies.

“APART”: The pioneering APART program, initiated by the OeAW in 1993 and currently suspended for budget-related reasons, offered a thematically open post-doc program which proved especially popular with young scientists in the humanities, social sciences and cultural studies. The OeAW is planning on relaunching APART as a **program for excellent young scientists in the first post-doc phase**, with a focus on the **humanities, social sciences and cultural studies** in order to provide new impetus for the post-doc culture of those disciplines in Austria.

“Karl Popper-Zukunftskollegs” (working title Karl Popper Future Programs): The OeAW has developed the idea of inviting applications to a new funding program that will enable young scientists to pursue self-determined transdisciplinary cooperative research in a crucial stage of their careers. The Future Programs will fund joint team projects of especially able young scientists who wish to work on innovative, original research concepts. Application is open to scientists from Austria and abroad who have received their doctorate within the last four years and who can demonstrate their scientific independence with outstanding work in their field. The projects are to be hosted by at least two Austrian research institutions. The Future Programs can also provide funding for facilities required for innovate

and interdisciplinary research. This new program will fill a funding gap, promote sustained development of new research areas and help consolidate Austria as a site of research.

It is planned to publish calls for applications and pursue this new program in partnership with the FWF.

The stimulation program “**Joint Excellence in Science and Humanities**” (JESH), conceived in partnership with the BMWF, has proved an effective instrument for generating and consolidating international contacts and new sustained cooperation. Hence, in future it will be expanded as a program consisting exclusively of incoming calls for applicants worldwide, with particular focus on countries with potential for further development in innovation and research.

5.2. PRIZES FOR YOUNG RESEARCHERS

The OeAW currently awards 15 Austrian or international prizes for young scientists and two further prizes for young employees of the OeAW within the framework of the Anniversary Fund of the City of Vienna for the OeAW. All prizes of the OeAW are awarded after three stages of evaluation according to standardized criteria. A merger of the commissions entrusted with the awards has been largely completed; efforts are being made to standardize the prize money.

5.3. ALUMNI PROGRAM

The OeAW plans to systematically follow the subsequent careers of its scholars, fellows and prize winners in order to maintain long-term contact with its alumni / alumnae. The monitoring process will be developed further and cooperation with the Alumni-Verein (Alumni Society) will be intensified.

Also with the support of the alumni network, efforts will be made to raise funds to promote young scientists. The OeAW has longstanding contact with private founders, patrons and sponsors offering financial support for young scientists via grants and awards. This development will be intensified wherever possible during the 2018–2020 performance period.

6. SCIENCE-ORIENTED BODIES AND PUBLISHING HOUSE

6.1. BAS:IS, PHONOGRAM ARCHIVE AND ACADEMIAE CORPORA

These science-oriented bodies of the OeAW provide services for both the Academy and other institutions as well as conducting their own research.

BAS:IS consists of three departments: the library; the archive; and the collections. They all share the task of collecting and storing a variety of materials and making them available to researchers and the broader public in a number of different ways.

The establishment of a new discovery system at the library will enhance the dissemination of knowledge stored at the OeAW.

The OeAW's archive is increasingly dedicated to documenting the history of the Academy, thereby contributing to the history of science in Austria.

The collections mostly consist of the private collection of Erich Woldan, comprising maps, travel reports and travel literature and legal texts. In the coming years, this collection is to be completely digitalized for public access. Other valuable gifts and bequests from outstanding scientists will be selectively collected.

BAS:IS cooperates closely with the ACDH-OeAW, with two joint digitalization projects in the digital humanities underway.

The **Phonogram Archive** is primarily dedicated to research on materials already contained within the archive. Besides increasing cooperation with the ACDH-OeAW and the digitalization of its analogue holdings, it will especially support research projects with a socio-political focus on minority and migration issues. On the technical front, emphasis will be placed on the continued development of methods of re-recording and rendering playable historical phonograms.

The current focus of **Academiae Corpora** is the digitalization of the holdings of the "Thomas Bernhard Archive".

6.2. AUSTRIAN ACADEMY OF SCIENCES PRESS

The Austrian Academy of Sciences Press is an international, quality-oriented scientific publisher for print and electronic publications and an information technology service provider especially to the humanities, social sciences and cultural studies. Since 2016, the publishing house has been FWF-certified, which has many advantages for authors, in particular shorter approval procedures. The publishing house is open to all scientists.

Its activities in the field of print publications and e-journals will be continued.

For a number of years, the OeAW has pursued an active open access policy. Besides the digital publication of large holdings – from picture archives and journals to encyclopedias – several research results are also available in digital form. To this end, the electronic repository epub.oeaw has been created and will be expanded in accordance with international standards. These measures are intended to reinforce open access as part of the OeAW's continued efforts to promote open science.

7. ADMINISTRATION

The OeAW guarantees good governance in all of its organizational bodies. The revision of the statute and by-laws in 2016 was accompanied by administrative restructuring. The aim was to avoid

duplication of efforts and to further increase efficiency. If necessary, further adaptations of the administration will be undertaken in a continual process of improvement.

The following measures are planned:

- Developing central mobility services (incoming and outgoing). In particular, easing the integration of scientists into Austria represents an important contribution to realizing the Austrian “Beyond Europe” strategy
- Establishing lean management in financial administration: e.g. harmonizing internal and external accounting and financial controlling (i.e. of the central administration and the institutes and limited liability companies); increasing efficiency and effectiveness by optimizing, standardizing and automating processes; increased changeover to electronic workflow
- Implementing a new entire resource planning (ERP) system embracing all finance-related operative processes in an integrated system, in accordance with the necessary IT resources
- Continuing to increase risk management
- Continuing to develop central IT services with a focus on re-investment in basic IT facilities, improving IT security and the reliability of IT systems, the changeover of the software product portfolio to a rental basis, the further centralization of the server housing and the integration and continued development of the ACDH-OeAW IT facilities

8. BUILDING PROJECTS

8.1. SITE CONSOLIDATION AND SUSTANABILITY

Concentration of the Academy’s site, begun between 2015 and 2017, will be completed. This entails the renovation of existing premises and the addition of new ones in order to comply with safety regulations especially concerning fire protection, accessibility and employee protection.

In line with the guiding principle of sustainability, emphasis will be placed on:

- Planning that is as flexible and multifunctional as possible
- Optimizing energy management and improving energy efficiency
- Improving waste management to reduce refuse
- Ecological cleaning
- Sustainable procurement, where possible via central purchasing

8.2. CAMPUS ACADEMY

During the Performance Agreement period of 2018–2020, the historically heterogeneous Altes Universitätsviertel (Old University Quarter) in Vienna will be fully established as a modern center of research with high public visibility. The Campus Academy will be set up to form a central site for the dialogue between science and society.

The **main building** of the OeAW will be renovated in order to provide a contemporary structure for the tasks and activities of the OeAW that complies with legal requirements.

Following comprehensive renovation, the **site at Postgasse 7–9** will house as many research institutes in the fields of the humanities, social sciences and cultural studies as possible in order to bundle expertise and exploit synergies. This sustainable site consolidation will contribute to a more economical management of the OeAW in the long term. Optimization of space and modern office layouts will allow for temporary and project work stations and sustained sharing of work spaces.

The heart of the Campus Academy will be the newly built **pavilion** in the courtyard of Postgasse 7–9, providing a venue for new, dialogue-oriented event formats, presentations on scientific achievements and exhibitions. It will also house urgently required seminar and communication rooms for OeAW staff, sustainably promoting interdisciplinary dialogue, something that is becoming increasingly important as scientific questions become increasingly complex. The pavilion will serve as a lively zone of encounter between science and society in the heart of Vienna. The openness of its spaces is thus in keeping with the spirit of citizen science and open science. Various event formats, exhibitions and presentations will provide insights into the scientific work of the OeAW and stimulate sustained transfer of knowledge.

8.3. OTHER MEASURES

The building at Sonnenfelsgasse 19 will also be renovated in accordance with the current building regulations concerning fire protection, electrical engineering and building technology, employee protection and accessibility.

The Institute of High Energy Physics, the main Austrian body involved in the CERN research center, is located in a building that fulfils neither today's technological safety standards nor the demands of modern scientific research. Hence it is planned to renovate the existing institute building and to build an annex in order to create a modern research center with room for workshops, laboratories, offices and events. In the course of this work, the OeAW's Stefan Meyer Institute for Subatomic Physics (SMI) will move there in order to produce synergies, e.g. via shared workshops and lecture rooms or facilities. This work will be completed during the 2018–2020 Performance Agreement period. Once the SMI has left the Boltzmannngasse, it is planned to expand and adapt the property, creating more rooms for the IQOQI Vienna. The possibility of adding a new storey to the building is currently under consideration.

The planned restoration of the façade of the Erich Schmid Institute for Materials Science (ESI) in Leoben will be completed. A new storey will be added to the existing workshops or testing hall.

The IQOQI Innsbruck will receive new laboratories and ancillary spaces in cooperation with the University of Innsbruck.

9. BUDGETARY REQUIREMENTS

Overall, in the performance period of 2018–2020 the OeAW requires a global budget amounting to at least € 65 million more than it had at its disposal in the performance period 2015–2017 due to the Performance Agreement, development agreements and other agreements (including those concerning the OeAI).

The overall target for the OeAW's global budget for 2018–2020 thus stands at € 359 million.

The increase of € 65 million is due to the following factors:

- The consequential funds of € 3 million granted for the Erwin Schrödinger Center for Quantum Science and Technology and € 9 million for the Centre for Stem Cell Research, granted for 2018–2020 in accordance with the Development Agreement of 9.6.2016, increase the OeAW's global budget accordingly and are shown separately.
- In accordance with the ruling of the Austrian Council of Ministers of 8.11.2016, € 40 million in new funds will be provided until 2020 in order to strengthen leading institutional research at the OeAW via the following measures:
 - Re- and new investment in research facilities
 - Realization of the career model (already completed, including a women's promotion plan) for the "best minds"
 - Realization of strategic projects, e.g. in the fields of the digital humanities, quantum technology and life sciences
- General inflation will cause costs to rise by € 13 million in the 2018–2020 performance period

A further € 10 million would be desirable for new scientific initiatives in line with the OeAW's function as an incubator of the Austrian research landscape.

Considering all orders, payments in kind etc., paid separately by the responsible sections in accordance with the Performance Agreement of 2016–2017, the OeAW assumes that this spending beyond the global budget will be continued in 2018–2020 and financed appropriately.