



THE ACADEMY OF EUROPE

STRATEGIC PLAN

2019–2024

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Adopted by the Board of trustees on 24 April, 2019

THE PLAN WILL BE
IMPLEMENTED OVER
THE PERIOD 2019–2024

BACKGROUND

2018 was the thirtieth year of existence for the Academia Europaea (AE). Our articles of incorporation describe the objectives of the AE as:

The advancement and propagation of excellence in scholarship in the humanities, law, the economic, social, and political sciences, mathematics, medicine, and all branches of natural and technological sciences anywhere in the world for the public benefit and for the advancement of the education of the public of all ages in the aforesaid subjects in Europe.

The mission, derived from the objectives are also set out in our legal framework. These are,

The promotion of excellence in research throughout Europe¹ and elsewhere into the aforesaid subjects, and the dissemination throughout Europe and elsewhere of the useful results of such research².

To promote the development of a European identity in scholarship and research, to conduct analyses of issues relevant to Europe and to act as a 'European centre' for scholars.

To encourage interdisciplinary and international studies and research with particular reference to European issues.

To provide independent advice on matters of scholarly interest or concern to legislatures, governments, universities, the communications media, and to professional, industrial and commercial organisations in Europe.

To encourage and assist collaboration between scholars and centres of scholarship in Europe and to promote collaboration in education and training;

To arrange or participate in the arranging of conferences, congresses, exhibitions, meetings, lectures, seminars, and training courses as the Academy shall decide.

1 'Europe' is interpreted by the AE as embracing the continent of Europe. The AE now also seeks to extend membership to scholars from the peripheral and near neighbour countries (in line with the definitions of the European Commission), and Israel

2 The Board of trustees have specifically declared that this strategic plan will provide an additional effort on enhancing the visibility, impact and opportunity for scholars from the regions of central and eastern Europe

THE CONTEXT OF THE PLAN

This plan has been developed at a time of significant flux and pressure in the landscape of European scholarship. Our academic practice and the intrinsic practical and cultural values of scholarship risk being devalued and even undermined. Critical independent thought, reflection and expression are under threat, including by the threat of personal and professional sanction, and worse. Professional censure and censorship and economic restrictions are all currently real within a number of states across Europe. The rise of a politically motivated and publically expressed scepticism for all forms of academic expertise is visible. The rise of pseudo-science, fake science (and news), misuse, fraud and information abuse are real concerns. The Academia Europaea, established in 1988, was intended to be an organisation of individuals' that would work together in a collegial way and use their professional standing and expertise to maintain and develop the traditional European strength of free thought and expression through a collective European scholarly endeavour. The AE organisation is independent. It carries no inbuilt national biases or loyalties, and has no formal or legal dependency on the institutions of the European Union. The AE exists to recognise individual excellence and through our mission to support the independence of the membership. Working collectively as a community of European scholars is of paramount importance and will be maintained.

The AE operates in the real world. There are external pressures and real constraints that have to be considered. The AE has to maintain a clear and demonstrable public benefit in order to continue to enjoy our current charitable (not-for-profit) status. We need to recognise any potential adverse consequences on future practical activity, especially impacts on potential project funding and on our network relationships, which

may result from current political change. We shall put into place any contingencies that are needed to avoid foreseeable risks. However, it is clear that the existing constitutional arrangements that govern the AE do remain valid even in the face of current changes. In fact, the role of the AE is becoming more relevant as external pressures mount.

The AE relies upon the goodwill and financial support of members. What will be achieved under this plan will depend in part on growing the level of support that is provided by the members. The benefit that we have gained from having the Regional Knowledge Hub structure will become more important to our future success and delivery of this plan, especially in terms of overall development, outreach, greater visibility and impacts, and in the further strengthening of regional relationships. This plan will deliver a greater relevance and impact of the AE through a program that builds on the Hub network system. It is expected that these measures will enhance our regional diversity and provide for greater devolved responsibility and accessibility for our diverse membership.

The Academia Europaea in the landscape of other Academies and Academy Federations

The AE has no national affiliations. The AE was established as the Academy of Europe, to emulate National Academies and to cover all disciplines (Sciences, Humanities and Letters). Individual scholars are elected following a rigorous nomination and peer review accreditation process of a candidate's excellence in their field. There are no limitations on numbers, ethnicities, gender or any geographical or disciplinary quotas or other criteria other than individual scholarly excellence. There are other pan-European associations of academics in research related professions³ where membership is by payment or subscription. The AE is not such an organisation. Membership is on merit. There are also a number of federations of national academies⁴. The AE enjoys a strong and close working association with these, but as a non-national Academy, we retain an independent position outside of these federations.

³ EuroScience

⁴ ALLEA (All European Academies); FEAM (Federation of Academies of Medical Sciences); EuroCase (Association of National Academies of Technical and Engineering sciences)

Priorities for the coming period:

We have identified five strategic priorities that the trustees feel are achievable within the contextual boundaries described. The priorities are:

1. To recognise and support the development of individual scholarship and scholars,
2. To deliver collective and independent excellence in expertise and activity,
3. To create beneficial collaborations and partnerships,
4. To improve visibility, impact and trust, and
5. To broaden the support base.

1 RECOGNISE AND SUPPORT THE DEVELOPMENT OF INDIVIDUAL SCHOLARSHIP AND SCHOLARS

a. Through election to the community of the Academia Europaea, we recognise individual excellence in all disciplines of academic scholarship from across the whole continent of Europe. We will put into place an implementation plan that over a realistic timescale will deliver a membership that shows a better coverage across disciplines and that continues to respond to emerging fields. The AE will directly address the issue of gender equality⁵ through the implementation of a policy to elect excellent female candidates proportionate to academic disciplinary balances. In addition, we shall seek to achieve a more representative balance in terms of age-profile, ethnicity and regional coverage, notable through a focus on scholars from central, eastern Europe, and the peripheral and near neighbour countries. We will recognise regional expertise such that there will be no inbuilt biases that could reduce the opportunity to gain membership. Eligibility for membership will continue to be judged only on academic criteria. Our objective is over time to achieve gender balance and be at the leading edge for gender representation amongst academies.

⁵ At February 2019 - 14.9 percent of the total membership were female scholars. The breakdown by academic section can be found here: https://www.ae-info.org/ae/Acad_Main/Membership/Statistics)

The target is (over time) to achieve a stable, representative membership at 1 percent of the total available scholarly community of continental Europe⁶.

b. The AE will continue our support for the professional development of European young scholars. We will provide specific support to the Young Academy of Europe (YAE) as a benefit of their continuing affiliation with the AE. We will work with the YAE to explore how the AE members might assist in improvements in the environment and opportunities for career pathways for young scholars. The YAE members will receive access to the benefits accorded to the senior academy members.

c. The AE will build on its current portfolio of ‘corporate’ prizes and awards⁷ and provide mechanisms for recognition over and above the honour of ordinary and foreign membership. **New awards will be established** and resources found to enable each Class⁸ to deliver an annual programme to their members. Further, we will work with the AE Regional Knowledge Hubs⁹, to secure sponsorships to enable at least **one new ‘Hub centred’ Prize award scheme and/or a dedicated Hub managed programme** that will enhance the thematic missions of the Hubs and provide a support structure for Class activity. To further increase the visibility and relevance of the AE to our diverse membership, **we will instigate a system of national/regional Ambassadors. The Ambassadors** will be empowered to provide a localised focus for AE members across Europe. The Ambassadors network will be linked to the Regional Knowledge hubs for support.

6 http://ec.europa.eu/eurostat/statistics-explained/index.php/R_%26_D_personnel#Researchers. Based on an EU28 derived total of 900,000 FTE researchers in 2016 in HEI and Govt employ. Target is 9 – 10,000 members.

7 Erasmus Medal and lecture for lifetime scholarship achievement; Gold Medal for significant support to European scholarship, other than personal research; Kondorosi prize (junior and senior) – for research achievement in the field of plant sciences; Honorary membership for individual recognition other than scientific achievements; Russia prizes for emerging young scholars based in the Russian Federation states; Burgen Scholarships for young European researchers in the country of the annual conference.

8 The AE has currently 21 academic sections. Members are allocated to a section [of their own choosing] on election. Sections are clustered into four Classes: Class A1 Humanities (7 sections), Class A2 Social and Societal Sciences (4 sections), Class B Natural and Exact Sciences (5 sections), and Class C Life and related sciences (5 sections). Classes are the focus for coordination of class interdisciplinary activity, nominations and elections and the Class chairs are de facto members of the Board of trustees.

9 AE Regional Knowledge Hubs. At publication of this report, there are four Hubs in operation: Barcelona, Bergen, Cardiff and Wrocław. The Hubs were established through bilateral agreements with local sponsors. The local sponsors host the Hub, provide staff and the local resources to fund the operations. Each Hub has a defined mission, both thematic and disciplinary. Each Hub has a high degree of independence to run its own programs and set its own priorities.

d. We shall continue to support excellence in scholarly publication through further developments of The European Review and we shall continue to develop free access to the journal and priority opportunity to publish to our members. We shall continue to work with sponsors to provide dedicated sponsored volumes through available channels. Efforts will continue to follow the trend towards more open access publication, and to find new channels to enhance member publication and communication, both professional and non-professional. We shall extend journal access to the members of the Young Academy of Europe and explore the feasibility for the **creation of a dedicated online AE publications platform** in collaboration with other organisations and sponsors, for the future benefit of AE and YAE members. **A communications advisory group will be established to guide all areas of AE publication and communications activity, with a remit to improve AE visibility.**

We shall increase the European Review from four to six issues per year. We shall publish at least one sponsored open access supplementary issue per year.

e. The Academia Europaea values its members, who are drawn from all countries of the continent and also members from non-European regions. We recognise that the cultural, political and economic diversity that surround individual members will impact on them in many different ways. We will always try to ensure that we provide responsible, sympathetic and clear support (within the limits of our remit and capability) for the individual scholars of our community, including for those who may on occasion find themselves in difficult and sensitive situations. We will only seek to intervene in ways that are possible for us as an NGO, and to offer our collective support to scholars, for the maintenance of independent research and scholarship, freedom of critical expression and association with colleagues. All attributes that are a fundamental core European value. We will always seek to act in collaboration with other credible and like-minded organisations.

2 PROMOTE EXCELLENCE AND DELIVER COLLECTIVE EXPERTISE AND ADVICE

a. The AE will improve our systems capacity so that we can more effectively draw upon the collective strengths, expertise and excellence of our membership. Tools for rapid identification of experts alone and in combination will be developed, including an online search system that will allow members and other collaborating organisations (especially the YAE) to have better accessibility to relevant expertise.

A new online architecture for expertise searching will be developed and rolled out from 2021.

b. We will strengthen our internal capability to identify issues of societal relevance where our membership can provide unique combinations of scientific and societal expertise. **Resources will be allocated to allow for the establishing of horizon scanning activities, utilising the four Classes.** This initiative will be linked with, but not limited to the science policy functions that are currently established and very successfully run at the Cardiff Knowledge Hub, as a part of its thematic mission. Engagement in the provision of expertise for policy advice will be extended over the period of this plan to the other **Regional Knowledge Hubs. We will also invite the YAE into this mechanism.** This will add regional and thematic, mission oriented dimensions to the AE.

c. The AE will improve the visibility of member expertise to the wider governmental and non-governmental, public and private sectors. We will develop a program to establish beneficial linkages with suitable public and private sector organisations to provide AE and YAE members with additional opportunities to make their expertise available.

This will include development of a clear plan for the creation of suitable and mutually beneficial corporate/associate memberships.

d. In the context of AE providing independent scientific advice: the AE will explore new project and consulting opportunities (in addition to our involvement in SAPEA and EASAC¹⁰), including **establishing a new legal entity to manage any external, contractual projects.**

e. The range of expertise of members is the unique feature of the AE and the YAE. The Classes will put into place **a rolling program of trend analysis of academic and research disciplines** to ensure that the membership evolves to reflect Academic developments and shifting patterns of scholarly expertise.

¹⁰ SAPEA – Science Advice for Policy by European Academies. AE is a partner in this European Commission Horizon2020 funded project to deliver expert advice on public policy topics to the Science Advice Mechanism of the European Union. The current project ends in 2021. AE will collaborate to seek a further contract in the Horizon Europe programme. EASAC (European Academies Science Advice Council – provides independent scientific advice for public policy. AE is a member.

3 CREATE BENEFICIAL COLLABORATIONS AND PARTNERSHIPS

a. SCIENTIFIC ADVICE

a1. The AE will continue to work within the SAPEA (Scientific Advice for Policy by European Academies) consortium and will seek to continue that partnership beyond the current project timeframe and into the Horizon Europe programme of the European Union. In addition, AE will seek association with other relevant academic European umbrella organisations (the YAE and in addition to EAASH and EASAC¹¹) in order to enhance our influence and member engagement in scientific policy and advisory work.

a2. We will continue to support the Cardiff Hub, which currently coordinates our scientific advice delivery work under the SAPEA project as a consortium linked partner and extend this opportunity to other Hubs across the AE and also to the YAE.

a3. The AE will develop formal partnership agreements with other Pan-European Academy organisations for the purpose of scientific exchange and access to wider expertise.

a4. We will explore new associate and corporate membership schemes that will provide members with possibilities to work with external organisations (both public and private sector) to utilise their expertise in advisory roles.

a5. The AE will ensure that the YAE are fully included into any future opportunities as these are developed.

¹¹ EAASH - European Alliance for Social Sciences and Humanities; EASAC – European Academies Science Advisory Council

b. ACTIVITY THROUGH PARTNERSHIPS AND COLLABORATIONS

b1. We will continue to organise a broad range of activities that seek collaboration and that provide beneficial linkages, cost-sharing and wider platform opportunities, for example Charitable Foundations and research networking organisations (such as the COST Association). We will also seek external sponsorship and financial support for specific thematic events such as those organised by the HERCuLES¹² group. Wherever possible, collaboration activities will be linked to the Regional Knowledge Hubs and with the YAE. Classes will be given responsibility for annual thematic program organisation, relevant to their interests and to issues of topical interest.

Each Class will be encouraged through competitive resourcing, to organise at least one thematic and one interdisciplinary event per year. The HERCuLES group will aim to deliver one major partnership symposium a year.

b2. We will continue with the **Hubert Curien** new initiatives fund, to provide small grants to members, to the Hubs and to the YAE, to encourage development of larger activities that are run in collaboration with other organisations, networks and sponsors.

The fund will aim to support a minimum of six activities per year.

b3. We will put into place a corporate associate membership and corporate sponsorship scheme to build additional designated funds for delivery of a wider range of activity.

¹² Higher Education Research and Culture in European Society

b4. The current Regional Knowledge Hubs (Barcelona, Bergen, Cardiff, Wroclaw and Tbilisi) provide the AE with a significant benefit, through an enhanced regional visibility and member focus and through their thematic, complimentary missions and activity programmes and a greater outreach to regional non-member scholarly communities. We will work closely with the local sponsoring organisations and Hub steering groups in order to maintain relevance and mutual benefit, including ensuring that Hubs are recognised as an integral part of the AE community. We will continue to guarantee a high level of operational freedom to the Hubs, so as to allow them to respond directly to regional needs and priorities.

We will work with new partners in order to establish a minimum of two new Regional Knowledge Hubs during the period of this plan.

4 IMPROVE VISIBILITY, IMPACT AND TRUST

- a. AE members are drawn from the entire continent and beyond. In order to communicate efficiently and effectively with our members and externally, the AE must enhance its digital and online communications offer to reflect current and evolving practices. **During 2019/20 we will undertake a web-refresh programme.** In addition, we will undertake a programme of further systems developments to enhance our expertise data and **provide an online search engine for rapid identification of relevant expertise.** In addition, we will improve the visibility of the AE and our members online, so that all audiences can find relevant and accessible experts (in compliance with GDPR regulations) and information.
- b. Visibility of members' expertise will be further enhanced through changes to the accessibility and presentation of member profiles and academic expertise online and through the wider publications activity of the AE. The **European Review will be expanded** and other publications channels will be developed for the benefit of members with external sponsorship and support.
- c. In order to capture and interpret the achievements of AE members, and to oversee a major upshift in a more professional approach to communications and visibility management, we will allocate resources to **provide for a "corporate" communications manager.** The manager will oversee the development and implementation of a comprehensive communications strategy and will manage the communications relationships with members, Regional Knowledge Hubs and the Data Centre and external partners.

d. The issue of public trust in experts is becoming a challenge also for traditional academic scholarship. To combat emergent scepticism, the AE will utilise modern [and more traditional] communications tools and members' expertise to **develop a programme of outreach activities** (digestible online commentaries on topical or controversial issues; interpretive resources (infographics for complex science), and lecture programmes) to contribute to public understanding and outreach.

e. Engaged and active members are the lifeblood of the AE. We will seek to create a network of '*AE Ambassadors*' who will be supported to enhance a better community identity, regional visibility and relevance of the AE to our member communities.

A pilot scheme will be developed and launched at the end of 2019 and a programme rolled-out from 2021 onwards.

5 BROADEN THE SUPPORT BASE

a. The cornerstone of the AE are the members. Over time, we will increasingly devolve responsibility for disciplinary scholarship interests to the Classes. This will *inter alia* include devolved programme plans for meetings, and activities in order to improve engagement and relevance to members. **Emphasis will be given to interdisciplinarity within and between classes.**

From 2020 onwards Classes will be asked to deliver at least one (including joint) annual Class assembly meeting.

b. Recognising that the AE is not the only Pan-European “academy” organisation. We will strengthen practical links and association agreements with other like-minded organisations to expand our potential membership, including also undertaking systematic trawls of National Academies; International learned Society and association organisation and the COST association networks for potential suitable members.

c. In order to strengthen and broaden the bases of support for the AE, we will revise the Associate and Patron membership categories to allow non-Academic organisations to affiliate. A specific effort will be made to recruit as affiliates those institutes and institutions that fund and carry out *bona fide* research.

d. Unlike National Academies, the AE does not receive any funding from national governments for our core activity. The members are the bedrock of financial stability. This will remain the case, and we will continue to provide flexibility to recognise individual member economic circumstances. In order to develop many of the initiative identified in this plan, a specific effort to secure new funding streams from corporate and other sources as described above will be made. The intention will be to increase the funds available to support larger programs of activity and deliver the plans identified above. Recognising the current uncertainties surrounding the proposed exit of the UK from the European Union and the implications on this for our ability to work within the EU funding systems: we will implement plans to ensure that we are able to continue to have access to European Union funding opportunities. We will establish a finance and project funding committee to oversee the specific plans in this regard.

The Executive Secretary | April 2019

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