

FRYSKE  AKADEMY

Strategic Plan 2022-2027



The academic research institute for the Frisian
Case, rooted in Frisian society and operating in
the international academic world

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Foreword

On 10 September 2023, the Fryske Akademy will celebrate its 85th anniversary. This is a moment to appreciate that the Fryske Akademy is *our* Akademy and that research into the Frisian Case in all its forms and diversity is meaningful for everyone - inside and outside the institute, in Friesland and elsewhere. It is a milestone to be celebrated with colleagues, our network, and our friends. Because what defines the Fryske Akademy, despite all the changes it has seen in the last 85 years, are the committed people with a passion (professional or otherwise) for the Frisian Case and the widespread public support for our work.

Following a period of turmoil and uncertainty at the start of this policy period, the financial position of the Fryske Akademy is now stable. This is partly due to a financial boost from the province of Friesland and a change in the organisational structure as described in the plan *Takomst FA 2018-2023* ('Future of the FA 2018-2023'). The impact of this period of uncertainty and the reorganisation are still strongly felt, and finalising these processes requires some attention. Nevertheless, the staff, held up by the coronavirus pandemic, are finding their feet again in the organisation and welcoming new colleagues with enthusiasm. A new phase of looking to the future has dawned.

The period 2022-2027 is all about renewed dynamism and cooperation. With the new Managing Director (who was appointed in 2021), the institute is looking for new opportunities when it comes to the changed relationship with the Royal Netherlands Academy of Arts and Sciences (KNAW), an increased focus on Recognition and Appreciation, closer regional cooperation with a view to the future based on the BFTK 2019-2023 (the Government Agreement on the Frisian Language and Culture). In order to be able to respond to these developments in the shorter and longer term, choices will have to be made. The policy lines set out in *Takomst FA 2018-2023* and the recommendations of the Task Force Report 2019 will continue to apply in this context.

The present policy plan was based on reflections on the above developments in a process involving the entire organisation. It is a living document based on questions about the identity of the Fryske Akademy and its current position and, above all, about the way we want to proceed, how we should continue as an Akademy and how we can get to where we want to be together. In order to do that, we are sharing the choices the organisation has made to meet its various goals, subdivided across the main themes of profiling, acquisition, cooperation, and organisational development.

Together the policy frameworks presented should enable the Fryske Akademy to have a sound dynamic as a network organisation by 2027, led by the common goals to which everyone contributes on the strength of their role. To achieve this, the fundamental processes need to be in place and the project financing in order. Working together on the basis of opportunities, transparency, and faith in our own agenda is vital, and organisational profiling will be a key factor. The indispensable contribution that the Fryske Akademy makes to the national, international, and regional knowledge field through its academic work and public activities must be publicised. This is how we can ensure that our work has the desired impact.

By choosing this focus for the Strategic Plan 2022-2027, we aim to continue working to strengthen the future readiness of the institute in the coming years so that people with a passion for the Frisian Case will be able to carry out academic research with social impact at the Fryske Akademy for the next 85 years.

Dr. Nelleke IJssennagger-van der Pluijm FSA

Managing Director

1. The Foundations of the Fryske Akademy

1.1 Origins *validation from the community and Europe*

The Stifting Fryske Akademy (hereafter FA, Akademy, institute or we), founded in 1938, arose out of the Frisian community (i.e. bottom-up) with the following goal: *“To maintain a working community dedicated to practising the learning associated with Friesland, the Frisian people, and their culture in all its expressions, and such in the broadest sense of the word.”*

These goals are still the institute’s underlying principle in 2022. The keywords in the goals put into the present-day context can be freely translated as: *forward-looking, network institution, academic, putting the Frisian Case in an international and multidisciplinary perspective.*

The *Mercator European Research Centre on Multilingualism and Language Learning* has been part of the Fryske Akademy since 1987. Mercator was set up as a network by the European Commission (i.e., top-down) in the context of protecting minorities and diversity in Europe. The Mercator Centre in Leeuwarden focuses on education, multilingualism, and policy. In 2022, Mercator has built a strong name for itself, with its own mission and vision, subsidies (grant funding) and project structure, under the banner of the Akademy.

1.2 Mission *our raison d’être; what the Fryske Akademy does, for whom, and how*

The Fryske Akademy is *the* academic research institute for the Frisian Case, rooted in Frisian society and operating in the international scholarly world.

As a *forward-looking network institution*, the Fryske Akademy facilitates *academic* research into the *Frisian Case* from an *international and multidisciplinary* perspective. This covers both fundamental and applied research. The focus here is on the Frisian language, the multilingual society, regional history in an international context, minority languages and cultures, and the development of digital infrastructures – ideally in a transecting and comparative context. With multidisciplinary research, the Fryske Akademy makes innovative contributions to the international academic discourse, contributes to the academic climate in Leeuwarden and Friesland, and generates inspiring fundamental and applied research knowledge for and about Frisian society. The FA works on the basis of a strong commitment to Friesland and the Frisians, taking social impact into account, to carry out research at a high academic level.

The mission of the *Mercator European Research Centre* - as part of the Fryske Akademy - endorses and strengthens the overall mission of the Akademy with its specific focus on: *“research, the dissemination and application of knowledge in the field of multilingualism, for individuals and in society, and language learning, in both formal and informal settings. Mercator’s starting point lies in the area of minority languages, particularly in Europe but also beyond. This covers not only native but also migrant languages.”* It has been tasked with *“bringing Friesland to Europe and Europe to Friesland.”*

The Fryske Akademy is an independent foundation under Dutch law based in Leeuwarden. The organisation is led by a Managing Director with a research remit who holds final responsibility. A Supervisory Board composed of both administrative and academic staff members oversees the director’s policies. The FA has been affiliated with the Royal Netherlands Academy of Arts and Sciences (KNAW) since 1990. In accordance with the Government Agreement on the Frisian Language and Culture (BFTK), the institute is financed by the state via the Ministry of Education, Culture and Science and by the province of Friesland. The subsidy for Mercator’s project activities, funded until 2006 by the European Commission, was taken over by the province of Friesland in 2007. The staff engaged by Mercator for its projects are employed by the Fryske Akademy but linked to specific Mercator project subsidies.

2. The Future: where will the Fryske Akademy be between 2022 and 2027?

2.1 Vision *what we want to be*

Unique

A small institute with big ambitions and an even bigger network: our Fryske Akademy is an inspiring place for the exchange of academic insights. An exceptional 'oasis of research' where open science with impact is pursued by both permanent and visiting staff.

As a research institute born from society, we are in a privileged position, and we use it as best we can. We do this in the belief that we can best serve the community by conducting research at a high academic level.

The Frisian Case is our unique object of study. Regionally, nationally, and internationally, we are renowned for our expertise and interdisciplinary approach. What sets us apart is the combination of fundamental and applied research using methods taken from linguistics, the social sciences, and historical research, as well as data analysis and the digital humanities. What distinguishes us is the space, time, and freedom to do research.

Dynamic and innovative

We can tell the big stories due to our specialist knowledge. We do so in the belief that language, culture, history, landscape, and identity are interrelated and can be studied from both a diachronic and a synchronic perspective. Our agenda is focused on extending the boundaries of knowledge through our research questions.

The Frisian Case is most definitely international and by no means limited to the present-day administrative unit of Friesland. The context touches on major themes and developments and demands to be studied in relation to other languages, cultures, and regions. But it also requires a fundamental knowledge of Frisian, and of the humanities and social science disciplines. This is reflected in the team, which constantly finds a new dynamic through the combination of permanent and temporary researchers, together with the support staff. Talent is recruited and encouraged. Regional perspectives feed into the umbrella research themes and, conversely, external perspectives and external expertise are actively sought to shine a light on the Frisian Case. In this way, our digital tools lead the way for other regions.

Working together

The Fryske Akademy forms a link between disciplines, between the region and the international network, between the present and the past, and between society and international academic developments. It is an indispensable part of the Frisian, national and international knowledge ecosystem.

We are known as an enthusiastic, approachable, and reliable partner to work with. Both regionally and internationally, we often take the lead in looking for cooperative ventures.

We are generous with our knowledge, which we share in order to multiply it. It is used for policy advice, the development of products for the Frisian language and society, and thus the general wellbeing. Our output and how we publicise it actively puts Frisian Studies on the map of the international scholarly community.

2.2 Ambition *where do we want to be in the coming years?*

We will continue on the path taken in recent years. The Fryske Akademy will continue to develop as a network organisation that works closely with other academic and community organisations in the region, the Netherlands, and abroad. This will be done with confidence in our robust research agenda that is recognisable and inspiring. The desire to use ‘citizen science’ to actively involve a broad constituency in the research, e.g., by linking our *wurkferbannen* (or community contact groups) more closely to the agenda, is a firm commitment.

The aim of achieving a dynamic workforce and attracting talented people - in the shorter and longer term - will result in policy changes. We will work towards a flexible, stable organisation which generates and secures knowledge for the future by contributing to the development of new specialists and greater commitment to digital and other knowledge transfer methods. The focus on personal development will be increased and efforts will be made to remove the barriers to a more diverse workforce.

Everyone in the organisation brings their own role and talents to the fore to help ensure that the organisation’s finances are healthy and future resilient. The balance between lump-sum financing, public funding and contract funding will be improved. We will ensure that our research results have the desired impact and strive to ensure that both our academic output and our contribution to society are viewed as strong in future inspections and evaluations.

The emphasis on multidisciplinary will be strengthened and should become a matter of course. This will be self-evident in recruitment and project applications. The synergy between various projects, project groups, and teams must be strengthened. Our digital specialists will be challenged to contribute to the synergy between language, history, and other disciplines. The role of digital corpora and research tools will remain undiminished in this.

Our ambition is to become known throughout Europe as an expertise centre and thus make the region proud of the institute. The FA aims to be an example for research institutes in other minority regions; an inspiring place where up-and-coming and established researchers are eager to come and make use of our expertise; a safe oasis where ideas can be exchanged in openness and where people are encouraged to push back the boundaries of knowledge around the Frisian Case and related themes.

In ten years’ time, no one will be asking what the Fryske Akademy does, but how they can be involved.

2.3 Core values *what do we wish to stand for, and how do we want to work?*

Impactful: our unique expertise, our research, and our agenda, how we share knowledge, how we work together as a team and with others, they all have impact.

Open: we are committed to *Open Science* and *Open Access*, we are approachable, inclusive, arrange exchanges, work together, welcome feedback and let people benefit from our research oasis.

Proactive: we set forward-looking research agendas, take the initiative, seek connection, we are ambitious, intrinsically motivated, strategic and communicate actively.

Flexible: based on our mission, we deploy our knowledge where required, anticipate opportunities and developments, are future-oriented and not afraid to make adjustments, we work as a flexible team.

Reliable: our knowledge and our people are our capital; we ensure that our knowledge is up-to-date, responsible, ethical, and secure; we have faith in our mission, handle the resources made available to us by society carefully; we are a reliable partner that meets agreements.

3. Getting From Here to There: how will the Fryske Akademy do that?

3.1 Organisational goals *what specific targets do we want to reach in the coming period?*

The period 2022-2027 will be focused on profiling, acquisition, cooperation, and organisational development. To turn these activities into SMART goals, constituent goals have been formulated and scheduled. These are expressly about shared organisational goals, our team efforts, in which everyone has their own role to play. The focus on various complementary roles and competences within the team has always been a strength of the Fryske Akademy as a 'working community.' The diversity of our disciplines and output is another strength. We will remain committed to these aspects, in line with the national Recognition and Appreciation framework.

Our profiling goal is to visibly increase our prominence and recognition. We will do this through our research at the academic level and with social relevance. As an important step towards this, we want to formulate a recognisable and inspiring research agenda. We will do this also by presenting our work with impact to a wide range of target groups and, where appropriate, involving them in the research. As a reference point for staff and funding organisations, institute-wide output targets have been set. This is not a goal in itself nor an individual target, but the collective ambition that we as an organisation stand for. It encompasses and highlights the diverse traditions and activities that enrich this multidisciplinary institute. Digital output, such as apps and websites, are specifically included.

Our goal in the area of acquisition is that project acquisition and implementation, along with talent recruitment, are core activities to which everyone contributes on the basis of their own role. Creativity, cooperation, and leadership will be encouraged at all levels. Annually this should result in new projects, project staff, collaboration, opportunities for a new generation of researchers and a project budget of €1,250,000.

The cooperation goal is to have this as a *modus operandus* in terms of content and in other areas, both internally and externally. As a network organisation, we have a horizontal organisational structure, but our network extends well beyond the organisation itself. We aim to strengthen the ties with external partners based on our belief in our own agenda and actively share our work with everyone who has an interest in it.

The organisational development goal is to turn the institute into a stable and flexible network organisation. Our processes need to be fundamentally in order, in line with our role in society, with a formulated plan for sustainability. In 2027 we want to have a measurably more diverse workforce than in 2020. To this end, an inspiring, stimulating, and safe working environment is essential, in which people's personal safety is paramount. We aim to catch up in the area of personal development, through personal development plans, a focus on career development and individual competences, as well as encouraging people to take up new roles, and offering training. Academic leadership must be allowed to flourish at all levels, including among our *wurkferbannen* (community contact groups) who form our citizen science division.

3.2 Strategy *how will we reach our goals, what policy do we need for that?*

The stated goals are all interrelated and a matter for the entire organisation. Moving from an improvised and short-term focus to strategic and long-term thinking is the key shift and pre-requisite here.

Our strategy, therefore, is to develop future-oriented policies and frameworks on the one hand, and to encourage new working methods and ways of working together on the other. In everything we do, we must ask ourselves how our actions will contribute to the goals of the organisation, its core values, and its impact, academically and in society. Every employee has their own role to play in this process and is responsible for

shaping that role themselves, in line with the horizontal organisational structure. There will be a consistent focus on the development and implementation of this strategy.

A particular element in our strategy will be the transformation of our current research programme into a *forward-looking research agenda*. This agenda must be ambitious and inspiring, accommodate what already exists but also create room for future research. In this way, it can help us to attract research talent and research funding. Over the coming period, we will work with the entire organisation under the leadership of two programme coordinators to reform the programme; a start has already been made. In the inspiration and discussion sessions, we will ask the current academic staff to think about tomorrow's research. We will ask new colleagues to think actively about opportunities and what they would like to see, and we will tailor our vacancies to the target areas which come to light as a result. Along the way, we want to test our ideas both on our regular partners and our 'critical friends.' Important areas will be the interdisciplinary perspectives, alignment with public priorities as formulated in grant programmes, and contributions to regional, national, and international research agendas and knowledge frameworks, such as the Frisian language and culture cooperation project (GTFK) and the Government Agreement on the Frisian Language and Culture (BFTK) as currently laid down until 2023.

A. Profiling

Research profile

The Fryske Akademy is nationally and internationally renowned for its multidisciplinary nature and the combination of diachronic and synchronic research into the Frisian case. Because of its expertise, the Akademy can address important academic themes. This exceptional expertise makes the Akademy unique. The Fryske Akademy is distinct from other institutes in the Frisian knowledge infrastructure in that it conducts both fundamental research on the Frisian language, culture, and history, as well as applied research. In that respect, we are ideally placed to use our fundamental research to support the development of practical products and methods which can be applied both within the Fryske Akademy and in association with other parties with whom we share our knowledge. Within the Frisian knowledge infrastructure, fundamental research has been specifically placed with the Fryske Akademy. This shows the need for fundamental knowledge to generate applied knowledge *and* the urgency of our task. It gives us an indispensable position in the knowledge network.

Fundamental research is all about generating new knowledge and theory development. The research question is prompted by the research itself. Applied research is about solving practical problems or issues. While fundamental research is mainly focused on acquiring knowledge without devoting much attention to possible applications, the focus of applied research is more practical, for example, on the development of products or methods. Although they are two different types of research, they are connected, and it is often difficult to separate them. For example, the results of fundamental research usually provide the basis for applied research. What this means in terms of the work of the Fryske Akademy is that without thorough fundamental research on the Frisian language in all its facets, a grammar as described on Taalportaal (language portal) could not have been written, and a website such as Frysker could not have existed.

What we have seen in academia in recent years is that the room for fundamental research has been steadily reduced. The funding from the central government, public bodies like the Research Council (NWO), and European programmes is increasingly less favourable for fundamental research (KNAW, 2015). The government's Top Sector Policy and the international trend towards themed research have also hurt the humanities, among other areas. Fundamental research generally produces more abstract results than concrete products. This makes it more difficult to demonstrate its relevance to society, and so subsidy

providers are more inclined to grant funding for applied research. We are seeing this at all levels: internationally, nationally, and regionally. Because both public and academic organisations are involved in the Frisian language and culture cooperation project (Gearwurkingstrajekt Fryske Taal en Kultuer, GTFK) for the development of a provincial research agenda, logically speaking, this should lead to an agenda with a strong emphasis on applied research. Fryske Akademy researchers involved in the working groups for the GTFK where this provincial research agenda is being drawn up, will therefore have an important task in pointing out the importance of fundamental research and thus the essential role of the Fryske Akademy.

Research Agenda

The *Takomst FA 2018-2023* (Future of the FA 2018-2023) policy document set out the research activities of the Fryske Akademy in two research programmes: *Regionale Geschiedenis (Regional History)*, the historical research, and *Taal in Fryslân (Language in Friesland)*, the sociolinguistics research. The focus of each programme was on three different lines of research. Although these research areas are as relevant as ever to the Fryske Akademy's programme, we feel that the structure of these programmes is no longer appropriate for the current organisation and its research ambitions. This structure, as it stands, does not reflect the interdisciplinary potential of the Akademy's research, maintains the separation between *language and history* as separate areas, and offers less room for new topics than it might. Instead of the research programme, therefore, a future-oriented *research agenda* will be drawn up. In 2022, various sessions will be organised with the FA academic staff to frame the content of the research agenda. Our aim is to present a coherent research agenda for the next five years by early 2023 at the latest.

The research agenda will have three layers. Central to this agenda will be the four overarching research areas related to the Frisian Case: language, history (and heritage), culture, and multilingualism. Around this core, we will formulate a framework of research themes that we will focus on in the coming period. Specific projects and research groups that reflect the current state of the ongoing research are then linked to these themes. In this way, we will create layered research agendas with recognisable core areas, gradually changing themes, and constantly changing projects.

The four core areas may overlap, which will make it easier to bridge the gaps between studies and start new interdisciplinary projects. This fits in with the vision of the current team, in which each has their own expertise, but everyone is interested in the work of their colleagues and reflects together on themes and issues. The digital infrastructure underpins all these areas and offers opportunities for making connections, both between studies within the Fryske Akademy and with the databases of other national and international institutes.

The themes that are currently being formulated in joint sessions to further flesh out the content of the core areas also make it possible to link specific projects and activities to one another. By regularly updating these agenda items, it will become easier to respond to trends in the academic world and Frisian society, such as ensuring alignment with the regional knowledge agenda. In this way, the agenda will be future resilient and provide room for new ideas and projects. Furthermore, with the introduction of more themed elements into our agenda, we will be more in line with the international trend towards thematisation, making it easier to find links with research grant programmes.

As we increase our focus on interdisciplinary perspectives, we will create more room for areas which are currently underrepresented, but which could play a connecting role. Examples include the landscape, material heritage, and literature. With the new directions we have already taken in the last six months, there are clear links to be made with 19th-century concepts of identity and linguistic themes, such as the emergence of standardisation in the Frisian language and the development of Frisian literature, for example. Historical language developments are expressly placed in a historical and international context and made digitally accessible to support research. Our digital research infrastructure is unique and provides

opportunities in both the interdisciplinary and minority fields. With new people on board who can make the links, both technically and in terms of content, there is a clear aim and opportunity here. An opportunity to be at the forefront of interdisciplinary and minority language research. For example, we are looking at how to link historical and language information using digital links (HisGIS, Taaldatabank), thereby creating new research opportunities. Old Frisian as a connecting heritage, which can be studied from a linguistic, textual, historical, and geographical perspective, is another unique area of expertise at the Fryske Akademy that is attracting interest.

In the historical framework, we will continue to study the long lines, or '*longue durée*,' and the processes within them for the Frisian Case. Based on our wide-ranging expertise, we are examining how we can study topics such as the role of the landscape, memory culture, identity development, the role of language, capital, and exchange networks through the ages. We focus on turning points and formative periods as a matter of course. The interdisciplinary study of early medieval and medieval Friesland and the comparative analysis of 19th-century nationalist movements are good examples.

Research on spoken Frisian, using both experimental and corpus research, is on the increase. Work will continue on the speech and language technology tools that facilitate corpus research and make us a resource in the province for those seeking audio-visual material. These corpora enable us to conduct linguistic and sociolinguistic research ourselves and in cooperation with other parties.

An interesting part of the agenda is lexicography. The Fryske Akademy is in a unique position as an institute which develops dictionaries and language tools for the Frisian language. We will maintain this unique position and build on it to develop tools through greater cooperation with other knowledge partners. We are increasingly doing this in a digital format, which means that the expertise and capacity required in this area are gradually shifting.

Our content development work has largely helped to set the themes for Friesland's knowledge agenda in the context of the GFTK, i.e., Language and Technology, Sociolinguistics, Identity and Knowledge Portal. These themes are interwoven throughout our research programme and are topics on which the FA can contribute its significant expertise. This close connection offers opportunities for the future.

Communications

An area for consideration by the organisation is its strategic communications in the form of impactful scholarly communication and contact with our constituencies. We are therefore going to work on a communications strategy.

This strategy must be based on the understanding that communication is *the* medium to show our academic partners, society at large, and our funders what the Fryske Akademy does. Active communication is needed to draw attention to our work and profile ourselves. Through effective communication, we also enable more people to benefit from our research. Serving our constituency is essential if we want to retain their support. This is not just about sharing information but rather about welcoming questions and suggestions, explaining our work, and engaging with the various groups interested in the work of the Fryske Akademy - whether young or old, Frisian or otherwise.

Like our research agenda, the communications strategy must to some extent be future-oriented. Clear goals and methods need to be formulated so that everyone in the organisation knows how they can represent the Fryske Akademy. The entire organisation, and the academic staff in particular, has a role to play. Our communications officer should primarily play a coordinating role in this process.

In this day and age, academics are expected to be aware of the desirability of involving others in their research and communicating the results to non-experts in a way they can understand: valorisation. Important aspects of this are thinking about social impact and the communications strategy at the start of

a project, ensuring that contributions made by the Fryske Akademy are correctly referred to, early identification of opportunities for media attention, and, where possible, stepping into the spotlight ourselves. We ask everyone to contribute to this approach.

In addition to the personnel of the Fryske Akademy, supporters, volunteers, visiting researchers, and our community contacts are all asked to act as ambassadors of the Akademy. They can all play an active part in disseminating our research work to achieve exponential reach. We intend to focus on this aspect by strengthening the ties with these groups (see the sections on visiting researchers and *wurkferbannen* (community contact groups)).

Our websites are our shop windows. We must display our identity, be up-to-date, and present our information in a way that is clear and attractive. Moreover, our websites must be easy to find when people use queries such as Frisian Studies or '*Frisistiek*.' When people search for our publications, the website should function as a portal by referring them to the output. Providing information to the communications officer in a timely manner and entering research results in the online PURE system on a quarterly basis will help to provide people outside the Akademy with the latest information at any time. This will give us the greatest impact. The Fryske Akademy visual identity, including the website, will be redesigned in this policy period. The new house style must match our revitalised identity and contribute to our goals.

Our language policy is that Frisian is our working language. That will remain so. However, we also want to make information available in Dutch and English so that everyone can access the same information and participate. Given our ambition to be an open, accessible, and more diverse institute, renowned in the region, as well as nationally and internationally, this is vital.

Publications and presentations

We will review our publishing and presentation practices, in relation to both our academic and popular science activities. An internal working group has drawn up a policy document covering the most important points for consideration. Depending on the disciplines, a publication strategy will be necessary to increase our academic impact. This strategy will require the specific involvement of experienced colleagues to guide and coach those with less publication experience. One of our researchers is prepared to take on the role of writing coach.

In the academic system, under the headings of Recognition and Appreciation, the focus is shifting away from output targets to quality, teamwork, and other important activities, such as valorisation. These elements are strongly represented in the Fryske Akademy, and we intend to nurture them. At the same time, in the context of professionalising the funding relationship with the province, as advised in the 2018-2019 reports, the trend is to focus more on measurable results, such as numbers of publications and presentations. This creates some ambiguity that we hope to counterbalance by setting ambitious but realistic targets throughout the organisation.

The supporting goals set out in Table 1 provide clarity about the number of articles the Akademy's academic staff can reasonably be expected to publish and present in order to compete in the academic system. The new generation of researchers, in particular, indicate that they find such a target to be conducive to productivity. Everyone's output goal will vary, of course, depending on the specific task, research area, and ancillary activities.

Our publications are increasingly Open Access. This applies to both publications and our datasets. A budget has been made available to facilitate this, and guidelines for FAIR data processing are being drawn up. An internal working group is looking into the ongoing management of our data, among other things, by helping colleagues to draft a data management plan before projects begin.

The Fryske Akademy's publications should be more recognisably linked to the Fryske Akademy and be more visible. In this context, we explore opportunities for attractive Fryske Akademy online publications, including those written by the citizen science groups. Clear guidelines on which publications get an FA number and the corresponding requirements, will make them stand out more. To increase the visibility of publications, joint publications with other institutions should be more clearly linked to the Fryske Akademy, for example, through the standard use of the logo and a link to our website.

B. Acquisition

Projects

The project-based approach to academic activities and quarterly progress reporting have been set up as announced in the *Takomst FA 2018-2023* (Future of the FA 2018-2023) document (p. 17). The programme coordinators play an essential and welcome role, which may well grow in the coming years. Further implementation requires work plans with quarterly goals for the entire organisation, coordination of the plans, and a proactive stance on the part of all academic staff when it comes to the acquisition of project grants based on the academic profile and mission. A good sense of the costs and benefits involved is expected of everyone.

By acquiring project funding, meeting output targets, and communicating openly, we will work towards achieving a healthy balance between lump-sum funding and funding from public sector organisations and contract funding, with a total project budget (external and matching) of €1,250,000.

The talents working temporarily on a project will be encouraged to write proposals and applications to follow their current projects (Rubicon, Veni, ERC). The role of our permanent researchers will include formulating projects, looking for opportunities, and acting as project managers where necessary. In the coming period, we will focus on these activities, roles, and skills. We will do workshops and training courses to learn about setting up the internal project process. Project forecasting and monitoring will require renewed attention in this context. The academic staff responsible for the projects and the project team will play larger roles in project management and managing the project budgets instead of the supporting staff.

Talent

Talented people must be able to find their way to the Fryske Akademy, not least, because of our profiling. First and foremost, the quality of our work, along with our unique agenda, and the particular freedom, time, and space for research that the FA offers, must be appealing to people. This is already happening; many professionals in Frisian Studies – whether in research or policy – have had the chance to grow at the Fryske Akademy. This is something we wish to continue.

Projects conducted by specially recruited researchers provide a major impetus for innovation in research and the constant arrival of new personnel. The 'innovation drive' instituted by the province (until 2024) offers opportunities for talented people to undertake research projects and to grow, while at the same time bringing innovation to the research agenda of the Fryske Akademy. We will try to absorb the expiration of some of these projects by having the researchers apply for follow-up research in the context of their appointment, with coaching from Fryske Akademy colleagues.

From 2024, we intend to establish an annual *Fryske Akademy Fellowship*, also to help offset the end of the innovation drive. Every year we will provide a young or mid-career researcher with a fellowship to do research at the Fryske Akademy further to an individual or joint project application. This could vary from writing a PhD proposal and publishing an article for recent graduates, writing a Veni, ERC, or Marie Curie application for recent PhD graduates, to developing a cohort application with Fryske Akademy as a partner for a mid-career researcher. This fellowship could take the form of a grant with innovation drive funds or of a year's contract. We will establish what form this will take in 2023 so that we can make a start in 2024.

The Fryske Akademy employs, on average, one PhD student, and every two years a thesis is published by an Akademy PhD student. PhD research is always conducted in association with one of our partner universities. In addition, various Akademy staff are involved with external PhD studies as co-promoters. Over the next few years, we want to gradually increase the number of PhD students at the Fryske Akademy and the supervision of external PhD projects. In 2027, we will have a staff of eighteen academic FTEs, and we intend to always be supervising at least two PhD students (employed by either the FA or another university) and play a supervisory role in four external projects. This goal can be partly realised through the fellowship to be established, as well as through closer cooperation with other universities.

To encourage incumbent talent to develop further, we would like to spread the supervision of internal and external PhD students. We aim to do this by asking senior researchers to formally involve their junior colleagues when supervising PhD students. In this way, junior colleagues can gain experience supervising PhD students, the burden on senior colleagues with many PhD students is somewhat lifted, and PhD students benefit from having several points of contact and a closer connection with the Fryske Akademy.

Lectureships and Chairs

We want to give talented people the opportunity to become university lecturers or professors. Our field needs a new generation of experts to teach students and accept future academic chairs. The Akademy can play its part by seconding experts and ensuring the development of the independent researchers of the future. Chairs, lectureships, and secondments to universities, universities of applied science, and other higher education institutes are important to the Fryske Akademy because they help to embed our expertise in the wider academic education system. In this way, we can reach students and doctoral candidates who could be our future colleagues. Lectureships and chairs also play an important role because they create opportunities for strategic cooperation between institutes.

Devising individual strategies for acquiring the appropriate publication status, making grant applications, and gaining experience and recording this in their personal development plan (PDP), is a means for talented people to progress towards becoming a university lecturer and chair holder. In the area of innovation and talent development there is also an opportunity to set up various special chairs, taking diversity more into account. By continuing to explore (in close association with universities) where there may be opportunities for this and where there is a demand for it, we can respond to this in the future. Over the next few years, we aim to announce three new special and regular chair holders.

C. Cooperation

Cooperation will become the *modus operandi*. This applies to both internal cooperation between support and academic staff, as well as between the various academic disciplines. This equally applies to external partnerships, from working with civic organisations in Friesland to cooperating with international academic bodies.

Leeuwarden

The Fryske Akademy is part of Leeuwarden. This is reflected in our membership of DOLCI (association of Leeuwarden cultural institutions) and Netwerk de Verbinding (business network of the city of Leeuwarden), for example. Whenever possible, we make our building, garden, and expertise available, to show our involvement and that we are part of the city. In 2025 the Fryske Akademy will be contributing to the Arcadia cultural programme.

The Fryske Akademy has put forward the idea of a joint ‘Talent House’ to the Leeuwarden municipality and academic partners in the city. The aim is to work with partners from the political, academic and education arenas, and possibly the private sector, to create a shared space. This building will provide accommodation for visiting researchers, along with workspaces and presentation areas. A communal place to exchange

information and ideas that will contribute to Leeuwarden's academic climate and thus to the city. This place could be set up along the lines of the 'Talent House' in San Sebastian in the minority region of the Basque Country, where a similar initiative has been very successful.

Regional

More focus on cooperation with partners in the region remains a key strategy. We will do this through formal processes as well as on our own initiative, at both board and collegial levels. In the coming period, we will try to gain more leverage in existing partnerships and expand and connect them at all levels. Our excellent relationship with the province of Friesland at the administrative, official, and substantive levels will be strengthened in the process.

One of the main formal fora is the Frisian language and culture cooperation project (*Gearwurkingstrajekt*, GTFK), in which the Fryske Akademy is strongly represented and takes an active role. In this context, it is a matter of connections between academic and other knowledge and public institutions and the media and, above all, of practical cooperation that is intended to lead to the provincial knowledge agenda mentioned above. The four thematic areas identified with the help of the Fryske Akademy as elements of the knowledge agenda are Language and Technology, Sociolinguistics, and Identity, with a Knowledge Portal as valorisation. These come partly from the Fryske Akademy's research agenda and provide direct links to explore further cooperation with regional partners. The Akademy wants to be a driving force behind this.

Some sixteen different institutions are represented in the GTFK. Examples include the University of Groningen Frisian Studies Campus, the province of Friesland, Tresoar (repository for the history of Friesland), Afûk (Frisian education committee), the multilingualism lectorate at the NHL Stenden university of applied sciences, FERS (support organisation for Frisian libraries), the Fries Museum and the Friesland Institute for Social Research (FSP), with whom we also work closely outside the context of academic and public activities. Tresoar and Afûk, for example, are involved in the editing of the Literary Series published by the Fryske Akademy. Plus, there is also growing practical cooperation with the FSP with whom, as a tenant in our building, we also share our facilities. At present, the joint activities take the form of a PhD project, small-scale studies, and surveys. New joint activities at the interface between language, identity, and landscape and in the discipline of regional studies are being explored.

In the periphery of the GTFK, we look into the possible increased shared use of our facility services. Initial exploratory meetings will take place with the FSP and FERS.

Other important regional partners include Omrop Fryslân (Frisian broadcaster), the Waddenacademie (Wadden Academy) and the Koninklijk Fries Genootschap (KFG, Royal Society of Friesland). In the context of public activities and the use of the Frisian language, we are increasingly seeking to work with the Frisian broadcaster, to whom we make our expertise available for informative programmes. The Waddenacademie and the Fryske Akademy both cover a similar geographical area and can often support one another in the area of cultural heritage. This may lead to closer cooperation and knowledge exchange in the future. The Akademy publishes *De Vrije Fries* yearbook together with the KFG and organises the related Sieperda symposia. We aim to increase the FA's visibility in these activities by strengthening our cooperation.

We want to work more closely with the University of Groningen (RUG) in the areas of Frisian Studies and Minorities and Multilingualism in the Faculty of Arts and with the Frisian Campus (CF). The Fryske Akademy is the RUG's primary knowledge partner when it comes to the Frisian language and culture, and the RUG's Frisian Studies chair is important to the FA. We will look into an easier way to exchange staff and expertise. The Fryske Akademy cannot provide an integrated set of studies but would like to facilitate tailored education and PhD supervision. This could take the form of guest lectures, individual modules, internships, thesis supervision, and, of course, PhD-related research. The Frisian Language and Culture chair, the *Stichting Freonen fan it Frysk Ynstitút oan de Ryksuniversiteit te Grins* (the Friends of the Frisian Institute at

the University of Groningen, SFFYRUG), and the Fryske Akademy together publish the journal for Frisian Studies *Us Wurk* (Our Work).

As one of the signatories to the Higher Education Agreement for Friesland (HOAF), the Fryske Akademy is represented on the Advisory Board of the Frisian Campus (RvA CF) and regularly explores practical and beneficial collaboration with the Campus in Leeuwarden. As an essential member of the northern knowledge ecosystem and a representative of the unique humanities expertise in the region, the Akademy aspires to be a part of the debate about the academic system and the knowledge agenda that unites us. Not least because the strength of the academic system in the north and the idea behind the new cooperation in the University of the North will be derived from the joining of forces across the region and the close connection with the region. The Fryske Akademy has played this role since 1938 and wants to link its research agenda to these new developments, too.

National

Cooperation with national partners continues to be strategically important. Through this cooperation we can ensure that the Fryske Akademy forms part of the national research system and that it incorporates research into the Frisian Case. Not least because study of the Frisian Case is not separate from national and international academic developments. The Fryske Akademy is also an important partner for the national institutes due to our expertise in the Frisian Case, which can specifically be obtained from us.

Connecting our digital infrastructure to national ones is of particular strategic importance. We will therefore continue our association with existing partners INT (the Institute for the Dutch Language) and the HUC (humanities cluster), respectively, in connection with our digital language infrastructure and our HisGIS and CLARIAH projects. Our researchers are involved in partnerships under CLARIAH, as well as affiliated with the National Research Agenda. Work is currently being done on ongoing projects to put our digital research infrastructure on a sound footing. We mean to attract people who can help us create better links between the digital processes and the partners involved. We have high ambitions in the area of digital infrastructure, where we have taken the lead. We are therefore working on a major application to PDI-SSH (Platform for Digital Infrastructure in the Social Sciences and Humanities), the National Research Agenda, or the Research Council (NWO), to further develop our practical research infrastructure in cooperation with national partners.

We wish to continue and wherever possible widen the partnerships with various universities. With regard to Frisian Studies this specifically involves the University of Groningen (RUG) (see regional), the University of Amsterdam (UvA), the University of Utrecht (UU) and the University of Leiden (LEI) where there are also chairs and courses with a focus on Frisian. Joint research projects and PhD positions (e.g., Resilience of Frisian (2022) with UvA) have been set up with these universities and, through the secondment of our experts, there is also cooperation in the area of education. We also work closely with the RUG, LEI, UvA and the VU Amsterdam in the fields of historical research and education. Cooperation in the area of multilingualism and linguistics also takes place with Radboud University Nijmegen and Maastricht University.

We are looking at renewed further cooperation with the institutes and research schools of the Royal Netherlands Academy of Arts and Sciences (KNAW) in which the Fryske Akademy is now most closely associated with the Netherlands Graduate School of Linguistics (LOT), the Netherlands Research School for Literary Studies (OSL) and the Netherlands Research School for Economic and Social History (Posthumus). We are exploring whether there are also opportunities to join forces with other research schools, such as the Research School for Medieval Studies (OZSMED) and the Netherlands Research School for Cultural History (Huizinga Instituut). This will partly depend on our ability to attract PhD students in the relevant fields.

International

The Fryske Akademy works closely with international partners and is active in numerous academic networks within Europe. International cooperation is becoming more important and easier due to our wider international profiling, growing networks, and multilingual ambition. Our network mostly operates at the level of universities and scholarly centres, and to some extent in other minority regions. Through conferences and our membership of organisations, advisory bodies, and committees, we have a wide reach. We want to consolidate this network in the coming period.

We currently collaborate closely with institutes in other minority areas, such as academic partners in the Basque Country, Wales, and Ireland. In addition, Mercator projects work with institutes, local governments, and language academies in other European regions, including in European Commission programmes. Cooperation between these regions is particularly interesting because they face the same issues and challenges: preserving and promoting their own language. Regular use is made of the Erasmus+, Horizon Europe, Marie Curie, and Creative Europe programmes. Two researchers are currently preparing applications for a European Research Council (ERC) and a Rubicon programme. We hope to increase the number of applications in the future.

We also collaborate with several universities in Norway (on the Multiliteracy project) and with colleagues at British universities, with whom opportunities for projects on material and nonmaterial culture are being explored. Specific contacts with universities and museums in Wales, England, Germany, and Denmark on the early medieval world and legal traditions have been established in the *Across the North Sea* and *Voices of Law* networks. There is also a particular focus on partners in neighbouring regions and along the Wadden coast, such as the Nordfriisk Institut (North Frisian Institute), NIHK Willems Haven (Lower Saxony Institute for Historical Coastal Research), the University of Kiel, and the Ostfriesische Landschaft (East Frisian Landscape organisation). Through the linguistic faculties, we keep in contact with Flemish and French universities.

Our network of visiting and affiliated researchers also reflects the international nature of our network. But this could be more strategically deployed to promote international exchange.

D. Organisational Development

New Working Methods

The horizontal organisational structure has been introduced and now needs to be put into practice by working differently. In accordance with the *Takomst FA 2018-2023* (Future of the FA 2018-2023) plan, the staffing of the corporate services departments has been reduced. The intended efficiency now has to be realised by shifting priorities and working together differently, which will require the cooperation of everyone in the organisation. Increased self-reliance, coordination, doing more together, and taking on roles outside of one's core job are just the start.

The role of functional managers must be clearly drawn up and communicated. The role of researchers as points of contact for visiting researchers, interns, volunteers, and PhD students, for example, must be clarified in a policy document and made workable by all staff.

The organisation is expected to arrange and, where possible, resolve issues in discussions on an equal basis (i.e., through horizontal communication). We will be putting more emphasis on organisation-wide project planning, so we can embed the project from the outset and ensure that roles, tasks, and responsibilities are clear and can be planned. This also includes the ongoing capacity planning so that it is clear to which projects, themes, and requests the available capacity will be devoted.

During the conceptual stage of each project, we will share the plans with colleagues from other disciplines and ask for feedback. As indicated before, we will specifically ask for input from our ICT developers. At this stage we will also look at the planning in the organisation, for example, in relation to the possible involvement of support staff. Already at this stage we will consider the communications plan, the academic and public output in the form of a publication and activity plan, and the possibility of involving visiting researchers, volunteers, and interns.

HR Cycle

To achieve the above, it will be particularly important to focus on education, training, and the completion of a personal development plan (PDP). We want to encourage people to attend courses. We will do so by drafting a PDP policy that provides clarity on opportunities, available budgets, and the feedback we expect as an organisation. The idea is to share as much as possible of a training course with colleagues so that the acquired knowledge can spread. In the period 2022-2027, we would like everyone to attend at least two training courses, some in-house and some of their own choosing.

In 2022 we will gradually start to implement a new HR assessment interview cycle. It will start by drawing up individual work plans in which the goals of this policy plan are turned into individual own goals and activities. Based on the job classification system used by Dutch universities (UFO), there will be clear agreement on tasks and responsibilities and how these may change during the year. Besides clarifying the role of functional managers, progress or check-in meetings will be scheduled with the aim of creating space to see whether any adjustments are needed.

ICT Development

Our spoken and written corpora of the Frisian language and our historical corpora are digital goldmines. As an essential step towards facilitating further research, we will continue to build on and unlock the language databases and link the data to HisGIS.

A data management plan has been drawn up to safeguard research data and make it accessible in accordance with the FAIR principles. The internal data management group supports colleagues when they have questions about the use of digital tools and storing data. Explicit attention to securing knowledge should be laid down in HR procedures for when staff leave the Akademy. A protocol for capturing knowledge during tenure and for its timely transfer on departure should be established to safeguard long-term knowledge generation.

ICT development in support of academic research is important at the FA, as the research profile shows. Our ICT staff have recently been successfully deployed on the HisGIS and digital language tools projects. With the winding up of the ONFW (Online Dutch-Frisian Dictionary) project and the collaboration with the Institute for the Dutch Language (INT) in Leiden, on the one hand, and the shift in the HisGIS activities towards research rather than development, along with the cooperation with the Royal Netherlands Academy of Arts and Sciences' (KNAW) Humanities Cluster, on the other hand, it will be possible to evaluate and plan what place ICT should occupy in the programme. The aim will be to firmly embed ICT within the organisation so that it can be flexibly deployed on various projects. An ICT colleague will be involved in every project plan to think about the digital options and specifically whether it will be possible to link projects to the existing infrastructure. Based on the fundamental questions and by being involved at the start of all projects, ICT will play a vital role in the cross-disciplinary design of the study, facilitating synergy between disciplines and projects. The GIS (Geographic Information System) expertise will be more clearly used to create cohesion: not least because studies related to the Frisian Case generally have a geographical dimension, for which we can produce a Fryske Akademy GIS signature. Our dictionary activities will also become increasingly digital.

Dynamic Workforce

The financial room that has been created will be prioritised for academic staff vacancies. The balance with support staff vacancies will also be monitored. During peak periods, additional support may be requested from the static central organisation, particularly for support activities. Short projects and certain tasks can also be contracted out or external personnel hired for this on a temporary basis. For example, for a design job, a translation assignment, or handling a digital backlog.

The remaining room created by the innovation drive grant has been used for vacancies that will be filled from 2022 until the end of 2024. Our planning must now focus on ways to retain the talented people hired to fill the innovation drive positions.

With a view to vacancies arising due to natural turnover, we will start to create a strategic personnel plan for the period until 2027, which we will update every year together with the multi-year budget. The States' Decree from 2019 concerning the support for the Fryske Akademy stipulates that even after the innovation drive ends, 25% of our academic personnel will be included in a flexible pool. The reason for this is that in the past, there were too many permanent contracts which led to the Fryske Akademy's previous problems; therefore, it was necessary to move towards a smaller group of permanent staff. In order to meet this requirement, we need to flexibly convert some of the academic FTEs that become available, for example, by splitting them up and filling some of them on a temporary basis. At the same time, it has been laid down in the new collective labour agreement (CAO, 2021) that the aim is to work towards more permanent employment contracts. It has been agreed, for example, that "the flexible pool of academic staff shall not be any larger than necessary and can be explained." It is again apparent that there is some inconsistency between developments in the academic system and the agreements made with our grant provider. Therefore, we will mainly try to build a flexible pool by creating additional project places, as part of project acquisition, and in the form of fellowships.

Visiting Researchers, Interns, and Volunteers

To make the Fryske Akademy the dynamic place of exchange we aim for, we will restructure the visiting researcher positions. The strategic recruitment of *visiting researchers* and *affiliated researchers* will enable us to engage top scholars in the Frisian Case, among other things by creating sabbatical facilities, implementing transparent procedures, and giving a clear overview of the benefits for the researcher and the institute. This will help to foster interchange between our researchers and society and to enlarge our network. *Visiting* and *affiliated researchers* will visibly and recognisably contribute to our mission and research agenda. This will also benefit the regional agenda and the cooperation with other institutes. Our mission, teaching exemption for researchers, and our facilities will provide the ideal framework.

The HR department is reviewing the internship and volunteering policy to ensure it is in line with the above developments. The volunteer policy aims to ensure that volunteers have a defined place in the organisation, that work is done with a clear goal and with proper guidance, that the rights and obligations of all and for all are clear and that there is no grey area between volunteers and visiting researchers. Internships currently mainly occur in Mercator projects. It is desirable that we create internships in other parts of the organisation as well so that we, as an institute, contribute to the training of young professionals and continue to learn from the latest developments.

Diversity, Inclusivity, and Personal Safety

Diversity, inclusivity, and personal safety in the workplace are important themes that are in the spotlight. The Fryske Akademy also devotes attention to these principles. We adhere to the sector-wide frameworks and guidelines as laid down in the CAO (and by the Association of Universities in the Netherlands - formerly VSNU now UNL), as well as the vision and code of conduct of the KNAW. The context of the specific nature

of the Fryske Akademy and the steps necessary there are taken into consideration. We base our actions on the principles of good employment practices and steering the organisation on the basis of respect, collegiality, trust, openness, and equality. The horizontal organisational structure and working methods, along with our core values of *Openness and Reliability* should help to promote this.

With regard to personal safety, the prevention officer has drawn up a plan of action within the framework of the risk identification and assessment (RI&E) policy, to update the procedures and draw attention to them on an ongoing basis together with the HR department. The Fryske Akademy has an independent advisor from the ArboUnie (occupational health and safety service) and makes use of the ombudsman facility of the KNAW. In addition, functional managers, the prevention officer, the HR advisor, and the Managing Director also act as points of contact.

Unacceptable behaviour, a form of psycho-social harassment at work, will not be tolerated at the Fryske Akademy. The Managing Director is a strong proponent of this and expresses it in no uncertain terms. When unacceptable behaviour occurs, the individual in question will be spoken to about it accordingly. In this way, awareness will be raised, and an open culture will be created.

A focus on diversity and inclusivity will help to support a safe working environment. Diversity and inclusiveness are about equality and providing equal opportunities for everyone. The workspace must be a welcoming and pleasant environment for everyone. To promote diversity in a positive manner, we will remove barriers where we encounter them, and we ask our colleagues to point out barriers that may have been overlooked. Specifically, we will formulate a diversity statement to be endorsed by all staff in order to increase awareness. An internal diversity working group has started working on this statement and will present a proposal in 2022.

Creating a more diverse workforce was a key recommendation of the Fryske Akademy Task Force. This includes a more balanced age structure and an equal male: female ratio, particularly among the academic staff. While significant steps have been taken, diversity remains an area of concern and has been included in all the frameworks outlined above.

Inclusivity will be promoted by implementing the proposed three-language working environment. Frisian will remain our principal working language, and we will continue to urge colleagues to learn it. We will help them do so. To ensure that everyone can participate and has access to the same information, it is essential that information is also available in Dutch and English.

Sustainability

In 2021 we started to run scans to see how we score in terms of sustainability. The reason for this is that in the next few years we want to work towards a sustainability plan that fits with our role in society. The first, most obvious steps have already been taken, such as replacing our coffee cups with a circular alternative, but potentially bigger steps first need to be identified.

In 2022 we will look more closely at the options with regard to energy, buildings, and ways of working. We will use the expertise available in the province of Friesland and take part in the KlimOp scheme (a programme of support to help make smaller public buildings more sustainable). Under this scheme, the province makes the knowledge and experience of a sustainability expert available to produce a sustainability plan. The expert's investigation in 2022 is expected to provide us with insight into our options. We will use this information to draw up a plan for the coming years.

Wurkferbannen (Community Contact Groups)

Our '*wurkferbannen*' and '*wurkgroepen*' (hereafter, *wurkferbannen* or community contact groups) constitute an important and historical aspect of our working community. They anchor and disseminate our

research in the community and give us the chance to actively involve the region in our research work. This is in line with our mission.

The contextual and practical relationship is no longer as strong as it once was. This is due to changes in the research agenda and the makeup of our expertise over the last few years that the thematic *wurkferbannen* (community contact groups) did not keep pace with. Moreover, the ageing population has meant that the continuity of the working groups as they currently exist could not always be guaranteed. Both representatives of the *wurkferbannen* and the FA have indicated that they would like to look at this together in the near future to strengthen ties. This requires a holistic approach that revolves around our research agenda, the desire to involve ordinary people in the research under the heading of ‘citizen science,’ the needs of the groups themselves, and our role in society. We need to find a way to renew the nature of the *wurkferbannen* (community contact groups) as an enduring appendage of the Fryske Akademy in society, together with the *wurkferbannen* themselves, and possibly with our members, supporters, visiting and affiliated researchers.

The discussion about the future of the community contact groups and how we can keep them engaged with us in a long-lasting and flexible way is best conducted once we have formulated our research agenda and modernised our visiting and affiliated researcher positions. Based on the overall themes of the agenda, we will look to see whether we can align the contact groups with those themes. This will make it more attractive for new members to join. We would like to invite the *wurkferbannen* to put forward ideas on how they can and want to contribute to the mission and goals of the Fryske Akademy.

To conclude

In ten years' time, no one will be asking what the Fryske Akademy does, but how they can be involved. Our ambition is to become known throughout Europe as an expertise centre for the Frisian Case and thus make the region proud of this unique institute. If we can conclude in 2027 that we have made strides towards this goal, we can look back on a successful policy period.

The Fryske Akademy is a small institute with big ambitions, as this policy plan shows. The current policy plan should be seen as a living document that will help us to work together towards our future. It sets out the direction and the framework so that we will all keep this shared vision in mind and our partners know what we stand for.

Whether we can realise our ambitions will partly depend on whether or not openings can be successfully filled and how easily we can switch to new ways of working. This should be revisited every year by distilling from this policy plan an organisational year plan linked to the multi-year budget. On this basis, individual year plans can be formulated for and, above all, by everyone in the organisation. These plans will fit into an HR cycle based on Recognition and Appreciation. If it turns out that ambitions cannot be met, we will fall back on our core value of *flexibility*, and we will not be afraid to adjust our goals. But we will continue to be ambitious.

In the meantime, working groups dedicated to five principal themes have been set up throughout the organisation to explore how we can rephrase the goals in terms of policy, resources, and implementation. We have also drawn up an inventory of where new policy is specifically needed to work strategically towards our future. We will develop these policies in stages from the second half of 2022 within the framework of this strategic plan.

The detailed version of the research agenda for the next few years will before long be added to this policy plan as the final framework document that will help us to give further direction to our research work. The initial impetus for that research agenda and its current status in the process to becoming a more comprehensive agenda have also been indicated in this policy plan.

With the goals and frameworks presented in this strategic policy plan, we hope to have set the ambitious tone of the Fryske Akademy as the ultimate academic research institute for the Frisian Case, rooted in Frisian society and operating in the international academic world. We hope that it will also be a source of inspiration for our colleagues and our network.

Leeuwarden, March 2022