New Year's Speech of Jos Baeten, 7 January 2013

I want to welcome everyone on this first gathering of CWI in 2013.

2012 was a good year for CWI.

- We organized large meetings like the CWI Lectures and CWI in Bedrijf, the Turing exhibition gave us lots of media exposure (especially regarding the LEGO Turing machine). 2012 was a top year for CWI in the media, for which I want to give special honourable mentions to Paul Klint, Rob van der Mei, Harry Buhrman, Lex Schrijver, Marc Stevens and Floor Sietsma.

- As a result of our successful evaluation exercise, we received a 1.6 M€ bonus from NWO. The top sector programs got under way, and we already scored in the topsector Energy with a project in Smart Energy Systems and the Shell/FOM India program.

- We also received prizes, awards and grants in the past year: two Veni's (Stratos Idreos, Ross Kang), a Vidi (Daan Crommelin), a Rubicon (Jop Briët), the Stieltjes Prize (also Jop Briët), and Arnold Smeulders became ICT Personality of 2012 (together with Peter Apers).

- As for personnel: Barry Koren left for Eindhoven, and was succeeded as cluster leader by Kees Oosterlee and as researcher by Jeroen Witteveen, who we just appointed in a tenure track. He will work on computational energy systems. Several long-time and well-known CWI employees reached the end of their career due to retirement: Jan Schipper, Han Noot, Jan van Schuppen, Ay Ong, Peter Dijkhuis and Jan Karel Lenstra.

- Unfortunately, there are also two deaths I want to commemorate. Freek Barning, once deputy director of CWI, passed away, and also, former cluster leader Jaco de Bakker, who passed away in December last year. When I started in 1989 as young group leader at CWI, Jaco was my boss. I learned a lot from him, and I consider him a founding father of programming research.

- To end this look back at 2012 on a bright note, the CWI running team did a good job at its first showing during the Business Run of the Amsterdam marathon: the half marathon team finished fourth out of 59 (despite my own time), the 8 km team finished second out of 126.

Now for the coming year. 2013 will not be a year where we can rest on our laurels and contemplate the world. On the contrary, we will have to step up our efforts, go out into the world and increase our interactions with outside parties.The strategy report 2013-2018, of which everybody can get a copy (in Dutch, later on an English excerpt), is meant to facilitate and support these efforts. As windows to the outside world, we have determined 5 themes. The themes are meant to further interaction with research partners and companies and to align with government policy. In order to remember them I coined the letterword SILLE, S I L L E, so it doesn't end in y.

- S stands for **Software**. In a recent report by ISTAG (the IST Advisory Group of the European Commission), software is called the missing key enabling technology of the Horizon 2020 program. Europe cannot afford having to import all software from elsewhere.

Likewise, the Netherlands cannot allow losing its status as a software exporting country, and strong links with software research are necessary to achieve this. Frank de Boer is the Software theme coordinator.

- I stands for **Information**. As software governs the working of a computer, information comes out of its contents. Many other sciences, and all large Dutch companies, recognize the importance of research on big data for their continued operation. Also, creative industries, representing a growing part of the regional economy, is to a large extent information-driven. Lynda Hardman is the Information theme coordinator.

- L stands for **Life Sciences**. Research in the area of life sciences has grown spectacularly at CWI over the last years, and will remain very important in a changing funding landscape. Sustained effort is needed to maintain our central role. Gunnar Klau, who was by the way also appointed as full professor at the VU this year, is the Life Sciences theme coordinator.

- The second L stands for **Logistics**. The logistics of physical and digital networks is increasingly important for our modern, complex society, and all resources have to be deployed efficiently and effectively. Government institutions are keenly aware of this, and are open to innovations. Historically, we have an important role in providing these innovations. Rob van der Mei is the Logistics theme coordinator.

- Finally, E stands for **Energy**. The transition to durable energy sources will require a lot of research, and we intend to play a major role in this. We have innovative research in smart grids and in computational energy systems. I expect to appoint the theme coordinator shortly.

The research themes are the windows to society, economy and the general public. So if your mother asks you tomorrow "What does CWI do?", your answer is SILLE. On the other hand, the windows to your research colleagues and the scientific world are the research groups. We have 14 research groups, and most of them have gotten new names and new abbreviations. I will no longer use codes as SEN2, PNA3 or INS0. To people outside we use theme or group names, no longer cluster names PNA, SEN, MAC, INS. Clusters still exist, however, in the form of groupings of research groups. These groupings are represented in the Management Team, have a budget and a secretary. Former cluster leaders are now called MT-members: Kees Oosterlee, Han La Poutré, Lynda Hardman and Rob van der Mei. These four, together with Dick Broekhuis and myself, form the Management Team, and meet regularly with the theme coordinators.

As people are retiring or leaving otherwise, CWI needs to renew, especially to strengthen the themes. I already mentioned the start of a new tenure track in energy. In 2013, we want to advertise widely for a number of new tenure track positions, and I want to appoint at least three, of which at least one is female.

Some other things I would like to mention: as of 2013, we have an open access policy, we adopted rules to further scientific integrity, we have a whistle-blower scheme, and we have a good coverage of performance interviews. Still, I am not satisfied with this coverage, we need to do

better this year, and moreover, I'd like to have these performance interviews concluded before the summer holidays.

Wrapping up, I am sure that we can beat the challenges we are facing, I am optimistic about the future, I am sure that with our combined efforts we can achieve great things.

Wishing you all a productive and prosperous 2013, wishing for a vibrant and successful CWI, I propose a toast.