



Evaluation Report

on the Centre for Advanced Study (CAS), Sofia

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English Translation:

MC, Wissenschaftskolleg zu Berlin

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The evaluation is conducted in accordance with the standards and procedures of the German Council of Sciences and Humanities (Wissenschaftsrat, <http://www.wissenschaftsrat.de>), responsible for the accreditation and evaluation of German universities and research organizations.

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Preliminary Remark

This evaluation report was written on the basis of a three-day visit (December 5-7, 2011) to the Centre for Advanced Study (CAS) in Sofia and of the preparatory documents that the CAS and the Wissenschaftskolleg zu Berlin provided us in advance. Among the documents were our selections of publications – book, magazine, and online – of research results from the CAS, the answers to an extensive questionnaire that we sent the CAS, the institution's Charter, the budget overview produced for the prior report to the Board of Trustees, the Newsletter published in 2010 on the occasion of the tenth anniversary of the CAS's founding, and other texts that provide information on the institution's future goals and development up to now.

On site, we were able to conduct many intensive talks with CAS Director Professor Diana Mishkova, her employees, the current and some former Fellows, scientific co-operation partners from Sofia's universities and national Academy of Sciences, a scientist from the circle of the Academic Associates, and a member of the Board of Trustees. Beyond that, we gladly accepted an invitation to take part in a session of the Fellow Seminar.

We are very grateful to the very dedicated and open talks our interlocutors afforded us, giving up a great deal of their time and not shying from tough questions. Our special thanks go to Professor Mishkova and her outstanding team for her great support and the hospitality she showed us. Finally, we would also like to thank Dr. Katharina Biegger of the Wissenschaftskolleg zu Berlin who supported and accompanied this evaluation with great dedication.

1. *The Place of the Centre for Advanced Study (CAS) in the Bulgarian and European Landscape of Science*

In the eleven years of its existence, the Centre for Advanced Study (CAS), founded in 2000 out of the Sofia Academic NEXUS Project, has developed into a leading institution for research and intellectual exchange in Bulgaria and Southeastern Europe. In the face of the severe crisis of Bulgarian research institutions, above all the Academy of Sciences (BAN), and the lack of comparable institutions, the CAS exhibits several unique features in the Bulgarian context. It has the function of a beacon in preserving high scientific standards by approving projects and Fellowships solely in accordance with scientific criteria. Its bearing is rooted in high quality, intellectual exchange, and comradely competition and has substantial charismatic impact. It bridges the disciplinary and institutional isolation still powerful in Bulgaria and Southeastern Europe through its multi- and interdisciplinary orientation and by bringing together researchers from universities and the BAN. Beyond that, it has built up a rich network of relationships throughout all of Southeastern Europe and, along with Bucharest's New Europe College, it functions as an intellectual and scientific centre effective across the larger region. The CAS has successfully built up good contacts to Central and Western European research centers, which is reflected in concrete collaboration in bodies, projects, lectures, and seminars.

Especially noteworthy is that “intellectual freedom and the formation of a scientific community” (to quote an interlocutor) go hand in hand at the CAS, i.e., the structure and intellectual atmosphere at the CAS have avoided the dangers of old researcher collectives and the possible isolation of individual researchers. The CAS is independent of state structures, and the Bulgarian researcher community regards it as a true “preserver of academic freedom”. This independence is of fundamental importance for the CAS's work and reputation and must definitely be maintained.

The CAS's great national and regional prestige manifests itself in various ways: the CAS is authorized (to a limited degree) to apply for third-party funds from the Bulgarian state research funding organization and has already successfully made use of this authorization. On the tenth anniversary of its founding, two state secretaries representing the Bulgarian Minister of Education underscored the national significance of the Centre. The CAS also serves as a clearinghouse for the acquisition of third-party funding for large-scale projects (including an ERC Starting Grant whose seat is at the CAS). The Centre's lean, efficient structure also makes it a model for similar institutions in the "Western Balkans" (the former Yugoslavia), plans for which the Swiss Direction for Development and Cooperation (DEZA) of the Swiss Foreign Ministry is considering.

It should also be underscored that, in its spectrum, the CAS works against the emigration of highly qualified specialists that is so painful for Bulgaria and that it motivates researchers to work in Bulgaria with attractive Fellowships, the opportunity for intensive scientific exchange across national borders, and a very supportive library and administrative infrastructure. More than other science organizations in Bulgaria, the CAS is a real gateway into the European world of the humanities and social sciences. We would like to point out that the Director of the CAS has rendered great service in building up the Centre and is substantially responsible for the success of its work. We underscore that the intellectual and personal dedication of the management, personnel, and supporting bodies is extremely positive.

2. Academic Achievement and Thematic Profile

The CAS has developed a clear substantive and structural profile: structurally, the research work took as its starting point thematically focused projects on which several Fellows collaborated. Recently, this has been expanded to include Fellowships for individual projects. Thematically, the result has been a very positively judged mixture of innovative larger projects and outstanding individual research. Precisely the latter, via Fellowships, provides younger, highly qualified researchers the opportunity to implement their own ideas in an intellectually demanding environment, outside of rigid structures and hierarchies. The balance between thematic diversity and coherence, indispensable for the formation of a research community, thereby remains ensured and should also be maintained in the future.

Methodologically and theoretically, the CAS has provided important impetus in Bulgaria and beyond by establishing connections with Western European and American scientific discussions both substantively and in terms of personnel (by means of targeted invitations). The aim here, however, is not a mechanical transfer of methods and theories, but a reflected approach to new accesses. Thematically, the result was a concentration on themes concerning Southeastern European and in part Central European history, in particular nation formation and nationalism; region and identity; the history of political ideas; and communism in Bulgaria. Modern questions, like childhood in socialism, were thereby taken up. In its work, the CAS has taken a middle path between the somewhat still strong regional and national tendency toward a national-affirmative approach to national history and an excessive postmodern Deconstructionism; the tension between these stances in the region had given rise to many emotionally charged debates. With its calm and sober approach to difficult questions concerning society as a whole, the CAS has earned a good reputation. It is independent of the state, so it has not permitted itself to be politically co-opted.

The CAS has presented the results of its work in monographs, collected volumes, and extensive translations of key texts on nation and identity. Accessible on the CAS's website are English-language "working papers" on thematic foci of the Institute. It should be underscored that the CAS also presents publications in Bulgarian and thereby reaches a national as well as an international readership. This bilingual approach is to be welcomed, because it allows the CAS to avoid the danger of losing touch with Bulgarian society. It should be suggested that the CAS have its publications appear with a graphic design that make them more recognizable as a series than is currently the case.

The scientific quality of the projects is very positive. This impression is confirmed by the successful acquisition of an *ERC Starting Grant*. Nationally and regionally, i.e., in Southeastern Europe, but also beyond that, the CAS has earned a very good reputation based on scientific quality, but also on the Centre's function as a crystallization point for good scientific practice in a difficult environment: difficult because budget-cutting measures are threatening traditional institutions, but also because many existing structures (universities, the BAN) are still organized very hierarchically and inflexibly.

English is the primary language used at the CAS. During our visit, it became clear that impressive German-language skills are present in the scientific environment of the CAS and that the reception of German-language research is successful. It should be suggested that Fellows with longer stipends are encouraged to improve their knowledge of Bulgarian, against the background that knowledge of the respective neighboring languages is still quite rare in Southeastern Europe and that a regional exchange and reception of national research traditions can be improved by learning languages.

We also discussed with interlocutors the possibilities of gaining greater national and regional visibility for the CAS. We suggested annual or semi-annual public lectures by outstanding foreign researchers, whose papers could ideally be published in a series of its own. Also, “traveling seminars” were suggested. These should be carried out outside of Bulgaria only when the themes fit precisely with the respective research interests, but within Bulgaria also independently of the host institute’s research competence, since this could improve the CAS’s national impact on the level of the universities.

3. *Fellowships*

The CAS fulfills its demanding task of fostering further scientific development in Bulgaria and Southeastern Europe and, to this purpose, of initiating, supporting, and carrying out individual and joint research projects (Art. 4 of the Charter) primarily by providing Fellowships. Measured against its minimal basic provision with personnel and funds, in the eleven years since its founding, the Centre has made impressive achievements. A total of about 200 Fellowships were awarded to young as well as established researchers.

The CAS Fellowships expand the system of state research support in Bulgaria and the Southeastern European region, which are oriented strictly toward institutions, by adding the important instrument of person-oriented support. The CAS thereby offers scope for working on self-chosen research topics; this scope is not present, especially for younger researchers, in the state-funded scientific institutions of Bulgaria and the neigh-

boring countries.* This enables the Fellows to explore and work on original, methodologically and theoretically advanced research questions. This is true for both the thematically determined research groups and – to an even greater degree – for the thematically open Fellowships that have been opened for application and provided in the last few years in the framework of the Advanced Academia Projects. The overwhelming majority of the Fellows come from the universities and national academies of science in Bulgaria and the neighboring states of Southeastern Europe and returns there after their Fellowships, so it can be presumed that their innovative research approaches have a broad impact on research and teaching in the humanities and social sciences in the region. Our interlocutors – researchers from the University of Sofia, the private New Bulgarian University, and the BAN – confirmed this effect.

Especially important for the further development of research and – indirectly – instruction in Bulgaria and Southeastern Europe are the internationality and multidisciplinary that characterize the group of Fellows. About half (56 %) of the Fellowships awarded so far have gone to Bulgarians. A majority of the foreign Fellows have come from the neighboring countries of Southeastern Europe (Romania, Serbia and Montenegro, Slovenia, Greece, Macedonia, Turkey, and Hungary); a smaller portion came from Central Eastern Europe (Poland, the Czech Republic, Slovakia) and other European states (Germany, Finland, France, Britain, Italy, Lithuania, Austria, Russia, Sweden) and the United States. The CAS thus functions as a site of encounter and exchange between (younger) researchers from various countries and contributes crucially to expanding perspectives that are still stuck in national – and in some cases nationalistic – ruts, to include historical and contemporary questions. Even if the example of Hungary shows that the circle of Fellows of an internationally

* The only exception to this is the New Europe College in Bucharest.

oriented Centre for Advanced Study is too small to effectively counter spreading nationalistic tendencies in a state or society, there is nonetheless an urgent need for an intellectual elite to open to the world to function as a critical counterweight, hold on to the goal of an open society, and keep the door to foreign countries open for communication.

The current and former Fellows of the CAS, whom we spoke to, impressively represent this aim. Their research projects recognizably profit from the international atmosphere and the multinational exchange that characterize scientific debates at the CAS. Beyond that, for long-term cooperation between researchers of different origin especially in Southeastern Europe, it is impossible to overestimate the importance of the opportunity to form research networks that transcend country boundaries, last far longer than the Fellowship phase, and are independent of institutions; this possibility is used productively.

The positive disturbance that a specialized scientific approach experiences by being confronted with questions, methods, and theories from other disciplines unfolds an impressive effect at the CAS. In this, the yield of the interdisciplinary exchange in the thematically determined research groups is to be rated higher than the individual research projects carried out by the Fellows of the Advanced Academia Projects. In particular, joint efforts from different disciplinary perspectives on *one* question result in new knowledge and new questions that point beyond the established specialized horizon. This is impressively displayed in the results of the interdisciplinary research group that dealt with childhood in socialism and is currently working on the theme of death in socialism, to name just one example. Although history unmistakably dominates among the disciplines of the Fellows of the CAS, the disciplinary composition of the circle of stipend recipients as a whole is an excellent prerequisite for multidisciplinary collaboration and interdisciplinary exchange. Strongly represented along with history are also the cultural sciences and art history,

ethnology and social anthropology, sociology, and jurisprudence. These are joined with markedly smaller parts for philosophy, political science, and the media sciences, as well as Slavic Studies. It should be considered whether the proportion of the contemporarily oriented systematic sciences can be increased somewhat in the future. But this should concentrate on themes in which mutual impulses for the further development of hermeneutic-historical and systematic-contemporary disciplines can in fact be expected. Only then it will be possible to ensure that the CAS will maintain and further expand the strength, underscored by both current and former Fellows, and substantially “live” interdisciplinarity, rather than merely claiming the label.

According to the information from the CAS, the average age of its Fellows up to now has been 35. This already shows that the indispensable fostering of young researchers takes high priority at the Centre. In this area, the CAS closes a gap in Bulgaria’s science system, which so far has no independent phase of qualification after the doctorate. In the words of a cooperation partner, the CAS has introduced the postdoc phase into the Bulgarian science system. In this way, it proves its important function as impetus provider also on the science-structural level by giving younger researchers the opportunity to pursue another research project after their doctorate and thus to continue their scientific development. This contributes crucially to the general further development of research and teaching in the humanities and social sciences in Bulgaria and the region.

Both the Fellows themselves and domestic and foreign research institutions regard receiving a CAS Fellowship as an honor. This is due primarily to the Fellow selection process, which is oriented strictly toward research criteria and enjoys great prestige. This outstanding reputation is manifested both by the large number of applications from already established researchers from the region and by the fact that some established researchers reapply after their first application has been rejected.

In particular the fact, that the decision on awarding Fellowships is made by an Academic Advisory Board composed primarily of renowned foreign scientists, is a primary reason for the broad recognition of the selection process and the prestige of the stipend recipients. For this reason, this procedure should definitely be retained. To avoid overburdening the members of this Board – most recently, there were more than 150 applications for the Advanced Academia Project – an expansion of the Board by two or three members should be considered. They, too, should be scientifically qualified personalities from abroad; an effort should be made to ask female researchers. If the great demand for CAS Fellowships continues in the coming years, which we think should be expected, an increase in personnel at the CAS business office, which carries out the formal assessment of the applications and the administrative execution of the selection process, should be considered.

All in all, the significance of the CAS as an institution free of the influence of third parties and the societally still effective networks of relationships, an institution that awards Fellowships in accordance with purely academic criteria of quality, cannot be judged highly enough. The CAS creates trust in competitive procedures oriented toward personal achievement, which cannot be taken for granted in the region's science system and which also encourages the Southeastern European Fellows in particular to apply for stipends and project support from Western countries and the European Union.

As a rule, the Fellowships last for between two and five months. This enables researchers, especially those from Bulgaria and the neighboring countries of Southeastern Europe, to take advantage of the provided free scope for research in the period free of university instruction or in the context of a relatively short sabbatical without endangering their positions at institutes of higher education or academies. Considering the precarious job market situation, especially in the humanities and social

sciences, this is of central importance. Nonetheless, the scientific gain connected with the Fellowships could be further increased if there were the possibility to apply for stipends with a longer period of up to one year. To avoid endangering the Fellow's workplace, it should be considered whether these longer-term Fellowships would have to be tied to offers to fund a substitute for the Fellow's position at his institute of higher education or academy.

The Fellowships are endowed with 700 euros (Junior Fellowship) or 1,000 euros per month (Senior Fellowship) plus an additional 100 euros/month materials allowance and free accommodation for Fellows from abroad. Measured against the salaries of scientists in the region and the local living costs, this is a very attractive provision, which probably joins the Fellowships' great academic prestige as a reason for the growing demand for these Fellowships, and all the more so considering that the Academy of Sciences cut the salaries of its employees by 50 % at the beginning of 2011.

Up to now, the great intellectual potential inherent in the interdisciplinary and international exchange among the Fellows is used primarily in the context of the weekly Fellow Seminars and the workshops, conferences, and absolutely invaluable informal events (common dinners, Christmas parties, etc.). As the example of the North American and Western European Institutes for Advanced Study in particular shows, this potential can be much more fully exploited when daily exchange in the work and beyond it is made possible. This presupposes an adequate number of well-equipped workplaces and housing possibilities for outside Fellows, which the CAS does not currently have at its disposal. We therefore urgently recommend to the Board of Trustees that it supports the CAS in its search for sponsors to develop such spatial and technical structures. Adequate working possibilities for about ten Fellows and up to seven apartments for outside Fellows should be striven for. Workplaces and ac-

commodations should be in immediate spatial proximity to each other and as close to the CAS's existing rooms as possible.

Aside from the lack of rooms in the CAS's business office, the former and current Fellows describe the support they received from the CAS as outstanding. Especially esteemed is the CAS's great dedication in mediating work contacts with researchers from domestic and foreign universities and academies of arts. An integral part of this is the very persuasive policy of enabling Fellows, in the framework of the Fellowship, to invite foreign and domestic guests to workshops and seminars at the CAS. With this, as well as with its activities in general, the CAS contributes, as mentioned before, to overcoming the great barrier in Bulgaria between universities, on the one hand, and the Academy of Science, on the other, and to bringing scientists from university and non-university research together for fruitful cooperation.

4. *Organization and Equipment*

The CAS is an independent foundation whose top executive body is the Board of Trustees. Represented on this board are the State Secretary for Education and Research of the Swiss Department of the Interior, the Austrian Federal Ministry for Science and Research, and the Stifterverband für die deutsche Wissenschaft (donors' association for German science) – the supporting organizations that, with differing shares, provide the basic institutional funding of the CAS. The board also includes the Directors of the Wissenschaftskolleg zu Berlin and the New Europe College in Bucharest and three respected persons from Bulgarian science and business. This composition ensures adequate supervision of the CAS's activities and particularly of its use of funds and places the institution

in a national and international network. This creates a good institutional basis for new ideas and suggestions to flow into the work of the CAS.

The Board of Trustees appoints the Director of the CAS for a five-year term of office; there is no limit to the number of terms a Director may serve. The currently serving Director has carried out the CAS's business since its founding and her work has deservedly received great recognition at home and abroad. She interprets her function as that of an impetus provider and of a mediator between domestic and foreign researchers, young and established researchers, various disciplines in the humanities and social sciences, and universities and non-university institutions. She shapes the CAS without dominating it in a constraining fashion. That this demanding executive task is being fulfilled so successfully is due primarily to the personality of the Director, rather than to the institutional structure of the CAS.

Structurally underdefined are the position and function of the Academic Associates, from whose ranks the Director is envisioned as coming. According to the Director, the currently three other Academic Associates serve her as contact partners for the CAS's ongoing operations, especially for setting the conceptual course for the future.

Beyond this, their tasks also include the initial qualitative viewing and preselection of arriving applications for Fellowships. For both tasks, it is of great importance that the Academic Associates represent a broad disciplinary spectrum within the humanities and social sciences, as is currently the case. In the framework of our short visit on site and the available documents, it was not possible to judge the degree to which the Academic Associates, who are recognized scientists from Bulgarian research institutions, are really integrated in the institutional life of the CAS and especially in the scientific exchange among the Fellows. So it is not clear whether the Academic Associates could prove to be an effective

corrective if the institution had an executive who operated less skillfully than the current one. The charter of the CAS should be reviewed in regard to this question and the function of the Academic Associates should be defined more precisely.

The Academic Advisory Board currently comprises seven members, five of them foreign. It thus remains near the lower limit of the number of members defined in the charter, which calls for 6 to 15 authenticated scientists. For the reasons stated above, an expansion of the Board by two or three persons, preferably foreign scientists, should be considered. The dedicated work of the Board, especially in selecting Fellows, contributes crucially to the great international reputation of the Fellowships. Beyond that, its international composition – in addition to the Board of Trustees – provides a basis for a good international networking of the CAS, which can be used to the benefit of the Fellows and of Bulgarian science as a whole. The practiced yearly rhythm of Academic Advisory Board meetings seems very well suited to actively carry out the Board's tasks and should therefore be anchored in the Charter.

The employees of the CAS business office carry out their tasks very competently and with great dedication. Under the leadership of the Director, they ensure the equally reliable and non-bureaucratic administration of the institution in general and of the Fellowships in particular. The Fellows underscore extremely positively the always professional and unstinting helpfulness of the CAS employees in all questions of daily life and of the work on site. Together with the Director, the currently six employees (three of them part-time) have made the CAS an institution that enjoys great trust, including on the part of researchers who are not and have not been CAS Fellows, in regard to the administration and use of supporting funds. In the face of the increasing number of applications for CAS Fellowships, the creation of another full-time position in the business office should be considered, as already recommended above.

In principle, the current budget provided the CAS is adequate. With a slice amounting to less than a quarter of the whole budget, the administrative costs including the Director's salary are eminently moderate, so that the CAS can be termed above average in efficiency as a research institution. It is much to be commended that the aforementioned donors have secured this basic institutional funding for the next three years. To give the CAS the necessary planning security, however, ensuring this part of the budget for a five-year period would be better and should be considered. Beyond this, increasing the basic funding portion by about 20 % – possibly by gaining another institutional donor – would be desirable, in order to set up the recommended additional position in the CAS and to improve access to scientific online literature; we will address the latter point in greater detail below.

The diversity of donors may seem confusing at first, but it secures the CAS's institutional independence and supports its intellectual independence, and therefore should be maintained to the greatest degree possible. Ensuring this diverse support for projects is primarily a task of the Director and her academic cooperation partners. This task was carried out extremely successfully in the past years. The proportion of acquired research funding between 2009 and 2011 was continually at around 75 % and thus markedly above the corresponding proportions at many German research institutions, for example. A noteworthy part of the funds came from the EU, including the ERC Starting Grant, recently acquired together with foreign cooperation partners; this proves the high degree of scientific recognition that the CAS has on the international level.

The premises in which the CAS has been housed for a few years and that are the property of the foundation create a pleasant working atmosphere and are well suited for smaller seminars and workshops. For larger events, the CAS rents space in Sofia's municipal library; this seems appropriate because continually bearing the cost of similar space would be too expen-

sive. We have already noted above the existing need for additional space for workplaces and accommodations, especially for outside Fellows.

Technically, the business office of the CAS is very well equipped. The small reference library (stock: ca. 1,200 volumes) contains, along with some Bulgarian publications, very well selected scientific literature from abroad that is otherwise hardly accessible in Bulgaria, and so it is in great demand also among Bulgarian researchers who are not Fellows. To systematically supplement this stock, the CAS should use the instrument of exchange with foreign research institutions and libraries. Such agreements to exchange exist for example between some German non-university institutions of historical research on Eastern Europe, on the one hand, and research institutions and scientific libraries in Eastern Europe, on the other. Along with the traditional stocks of printed matter, scientific publications that are available online are gaining importance at the CAS, as elsewhere. The CAS has good access to important databanks, especially in the field of history, including the Central and Eastern European Online Library (CEEOL), EBSCOhost, Questia, Voprosy istorii, JSTOR, and – with very limited use due to the high access costs – the ACLS Humanities E-Book and SAGE journals online. To provide the best possible support for the scientific work of the Fellows and the scientific cooperation partners of the CAS, an expansion of the JSTOR access to international scientific journals is required. Increasing the basic funding by 10,000 to 15,000 euros per year would greatly improve the library's offerings.

Summary of the Recommendations

The CAS is a research institution of outstanding importance for the further development of research and teaching in the humanities and social sciences, as well as an extremely important crystallization point for the maintenance and expansion of an open society in Bulgaria and the region. It should therefore definitely be maintained over the long term and be institutionally fostered. To support a continued thriving development of the CAS, we recommend the following:

1. The institutional independence of the CAS should be ensured also in the future. An important contribution to this is the diversity of its (institutional) donors, which should therefore be maintained.
2. The CAS should retain a balance between thematically focused research groups and individual research projects in the humanities and social sciences.
3. The multidisciplinary, humanities and social science orientation should also be retained. It should be considered whether the proportion of systematic, present-oriented fields can be increased. But the precondition for this is that purely scientific quality criteria continue to decide the selection of Fellows and that a mutual impetus for the further development of the aforementioned fields as well as of the historical-hermeneutical fields can be expected.
4. The CAS's fostering of younger researchers, especially postdocs, is also of science-structural importance and should therefore be continued with undiminished engagement, just like the fostering of the Senior Fellows.

5. Essential for the reputation of the CAS and its Fellowships is that the selection process, which is borne essentially by the internationally staffed Academic Advisory Board, takes scientific quality as its strict criterion. To unburden its members, the Board should be expanded by two to three additional well-reputed scientists. Its current rhythm of meeting once a year should be anchored in the Charter.
6. The possibility of also offering Fellowships with a longer, approximately one-year duration should be considered. To avoid allowing such long absence to endanger the jobs of Fellows from Bulgaria and the region, providing funding for substitutes for them should be considered.
7. Foreign Fellows who spend several months at the CAS should be encouraged and supported to learn or extend their Bulgarian-language skills in order to improve historical or present-oriented research on Bulgaria and the reception of Bulgarian research results.
8. As an institution of intellectual openness and international scientific exchange, the CAS has had a great impact on science and society in Bulgaria and the region. To further foster this, we suggest inviting more renowned scientists and other significant intellectuals from abroad to Sofia to give guest lectures open to the public.
9. The effect of the advanced research at the CAS on other scientific institutions in the country and the region could also be improved by means of “traveling seminars”. These would be Fellow seminars and workshops that are held in other cities in Bulgaria and – where thematically feasible – the region and that integrate scientists from the hosting institutions.

10. The scientifically high-quality publication series of the CAS should be made more recognizable as a series by means of a consistent graphic design.
11. To expand the stock of the library, agreements should be made with selected research institutions for a regular exchange of publications.
12. To improve the library's offerings beyond that and to ensure that the administration of the increasing number of applications for Fellowships remains on the current high level, the Board of Trustees should support the CAS in its effort to increase its basic institutional funding by about 20 % – possibly by gaining another institutional donor. The additional funds should be used for accesses to online offerings of scientific literature and for an additional full-time position in the CAS business office. In the future, reliable commitment for basic institutional funding should be for a five-year period if at all possible; this would greatly improve planning security for the CAS.
13. Of decisive importance for realizing the goals of a Centre for Advanced Study is the exchange among the Fellows. To ease this and further improve it, the Board of Trustees should support the CAS in seeking donors to build accommodations and workplaces for the Fellows. Required are about seven apartments for foreign Fellows and up to ten workplaces in a site as close as possible to the CAS business office.
14. The Charter of the CAS should define more precisely the position and function of the Academic Associates in order to institutionally secure their supportive effect for the institution's management.