

## Recommendations

### International Advisory Board

#### General observations

The Advisory Board was highly impressed by the presented results, the quality of leadership and the high level of competence and ability of the research staff.

NII is highly complimented with what has been built up in such a short period. Since its establishment in 2000, NII has made remarkable progress in developing research and educational programmes in addition to its basic function as a network and information service provider.

NII's combination of service with research is in many ways unique and serves to strengthen both. This combination provides opportunities to exploit the synergy between the two. This benefit is already visible in the present research programme, but could be strengthened even more in the future.

#### Recommendations

Following are some suggestions which the Advisory Board (AB) would like to offer.

The first five years have obviously been a period of experimentation and growth. The AB feels that now is the right time to sharpen the profile and strategy of the institute.

#### Recommendation 1

The first period has been a time of seeding, with a large number of smaller projects. NII should now consider initiating a few challenging, ongoing projects focused on problems which have a position of centrality within the mission of the institute. Such projects will need critical mass and should involve team effort including participation from visiting researchers drawn from universities, industry and foreign countries.

Such projects might deal with:

- enhancement of web intelligence,

- mechanization of natural language understanding, or
- innovative methods of computation.

#### Recommendation 2

NII's programme of graduate education is doing well. The AB has noticed that NII is quite open and already has many students from abroad.

NII is encouraged to explore means to attract top students and post docs from abroad, possibly through bi-lateral agreements.

#### Recommendation 3

NII's basic mission is and should be doing fundamental research at the frontiers of information science and technology. Application of IT in society is developing so quickly that co-operation with industry and not-for-profit organizations is essential. The AB encourages NII to increase its efforts in this respect.