

STRATEGY 2007-2015



From the Articles of Association:

[**simula** . research laboratory]

The company is a non-profit, public utility enterprise. The company's objects are to engage in basic long-term research in selected areas of software and communications technology and, by so doing, to contribute to revitalisation and innovation in business and industry.

[**simula** . innovation]

The company's object is to supply commercial services and engage in innovation based on research done by Simula Research Laboratory AS (Simula). Further, the company shall take decisions regarding the acquisition, ownership and management of stakes in companies, in addition to managing Simula's other commercial interests.

kolkulo

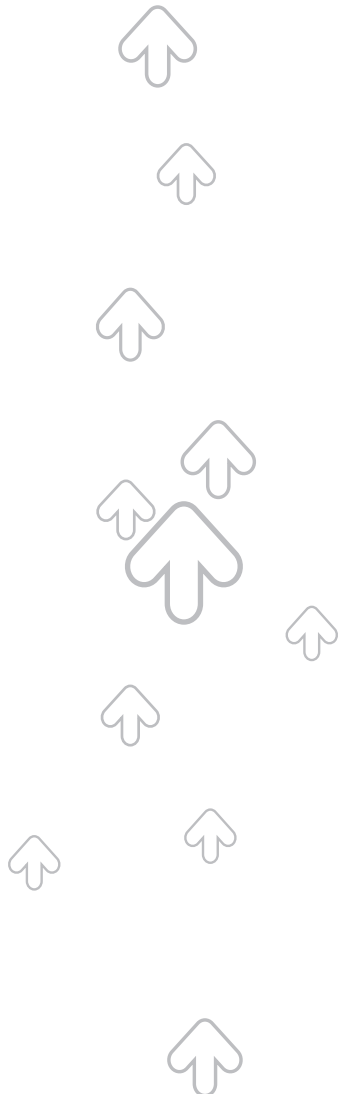
The object of the company is to develop and market commercial products and services in the field of information technology.



Simula Research Laboratory Strategy 2007-2015

Contents

Foundation	4
1. The Simula Scene	5
2. Research	6
2.1. Networks and Distributed Systems (ND)	8
2.2. Scientific Computing (SC)	10
2.3. Software Engineering (SE)	12
3. Innovation	14
3.1. Simula Innovation AS (SI)	15
3.2. Kalkulo AS	16
4. Education	17
5. Simula's Organisation	18
5.1. Simula Research Laboratory AS	19
5.2. Administration	20
5.3. Recruitment and Renewal	21
5.4. Growth	22



Foundation

Simula Research Laboratory AS (Simula) conducts basic research in the fields of networks and distributed systems, scientific computing and software engineering, and promotes the application of the research in both the private and public sectors. The education of graduate students is undertaken in partnership with Norwegian universities.

Simula's goal is to be an internationally leading research organisation:

- by 2010, Simula aims to be among the world leaders within its research fields
- by 2015, the aim is to create at least one scientific breakthrough and one major research-based commercial success
- Simula aims to increase the production of M.Sc. and Ph.D. candidates, and will continue to foster independent and cooperative researchers with high scientific and ethical standards.

To achieve these goals, Simula will:

- provide excellent support to ambitious, motivated, highly-qualified employees, enabling them to focus full-time on achieving significant results
- prioritise projects that have the potential of becoming a great scientific or commercial success
- collaborate closely with industry, the public sector and internationally leading research institutions
- deliver high-quality graduate education in partnership with Norwegian universities
- ensure that the research undertaken adheres to the highest possible ethical standards.



1. The Simula Scene

This document presents Simula's strategy from 2007 to 2015 which is based on the foundation that forms the basis for all Simula activities. In what follows, Simula's strategies for research, innovation and education, as well as Simula's organisational model, will be presented.

Simula conducts basic research in the fields of networks and distributed systems, scientific computing and software engineering. The aim is to undertake research of the highest quality, commercialise research results and educate M.Sc. and Ph.D. candidates in cooperation with Norwegian universities. Simula undertakes high-quality research on fundamental scientific problems that have relevance to society and industry. Simula actively supports, and creates the conditions necessary for, the establishment of companies based on the research it conducts. Simula actively targets cooperation with industry in order to provide solutions to significant problems, increase the relevance of the research, and strengthen the funding for basic research.

Simula was established in 2001 and has, at the time of writing (September 2006), over 80 members of staff. There are three research departments and two fully-owned commercial subsidiaries. The research departments define Simula's scientific focus, and aim to maintain and develop further the leading international position that they have already achieved. Research in these fields can be traced back to the early days of the computing era, and there is every reason to believe that the importance of these fields will continue to grow in the years to come:

- The **evolution of computer networks** has changed the face of modern society, and the pace of change is still increasing. Improvements in efficiency and resilience of networks and distributed systems is of vital importance for future developments.
- **Scientific computing** is the key to understanding the most complicated processes in nature and technology; processes that are too complex to be understood without support from computer models.
- Software is a cornerstone for the economy and the quality of life in modern societies. **Software engineering**, the aim of which is a scientific understanding of the process of developing reliable and maintainable software systems at a predictable cost, is an extremely important area of research.

Simula will focus on these three scientific fields for the next ten years. All three research departments are determined that when Simula is evaluated in 2009, they will be rated as *excellent*.

Simula focuses on delivering innovative results to industry and society, and will continue the effort to commercialise research-based ideas and develop industrial collaborations. These efforts deviate from the purely scientific approach, so Simula spawned two wholly-owned subsidiaries: Simula Innovation AS and Kalkulo AS. The prime objective of Simula Innovation AS is to assist the research departments at Simula in their efforts to realise their insights in terms of real-world applications. The most important result so far is Kalkulo AS, which is founded on technology developed at Simula and provides solutions for the oil and gas industry based on scientific programming. Simula will continue to work together with industry based on the Kalkulo model. A core objective for Simula is to combine a strong focus on basic research with long-term industrial collaboration and the development of opportunities for commercialisation.

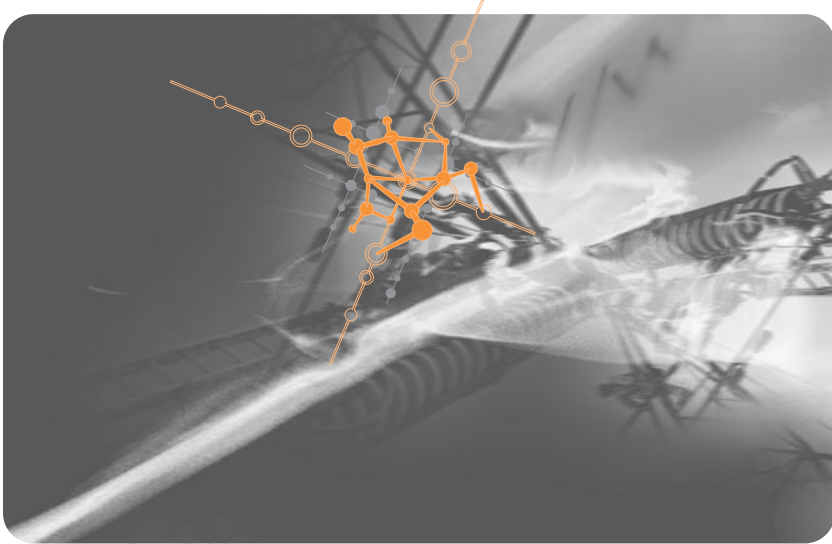
2. Research

Motivation: The motivation for Simula's engagement in long-term basic research is to increase knowledge and promote innovation in society and industry.

Vision: Simula will be a world-class research institution within its selected problem areas.

Goals: Each department at Simula is to undertake important basic research with long-term impact. In the evaluation in 2009, all departments should be rated as "excellent". By 2009, least one of the Simula projects should have a significant technological impact on the public or private sectors. Each of the Simula projects is to have papers being accepted regularly by the best forums within its area, and have at least one piece of work that is cited heavily internationally.

Approach: Simula has three autonomous research departments: networks and distributed systems, scientific computing, and software engineering. After the evaluation in 2004, each department established a project structure that consists of three or four projects with a designated project manager and budget. The projects are scheduled to last for 2.5 years, but operate over a ten-year perspective. After every 2.5 year period, they are subjected to internal evaluation with respect to research results, innovation and education. A yearly review of the research activities within each project is undertaken, and forms the basis of an adjustment of the activities. The renewal of research topics at Simula is executed at the project level, with a gradual phasing out of projects, combined with the introduction of new projects.

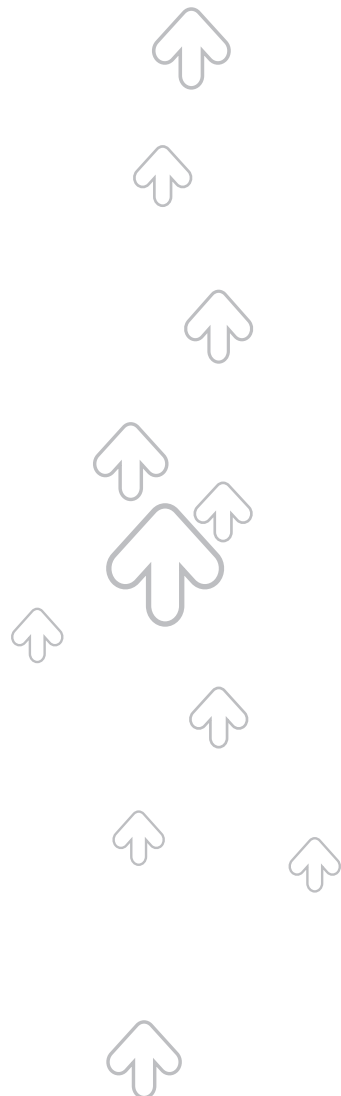


The research activity at Simula is focused on a few carefully selected areas. For the next 10 years, Simula will concentrate its efforts on these areas.

Simula publishes new insights into relevant scientific problems within its research areas. For Simula, scientific impact is more important than the number of publications. All departments strive to publish in the most reputable journals and conference proceedings. Researchers at Simula also write and edit books published by the best international publishers. The research undertaken at Simula should also be reported in the media, major newspapers, and should, where appropriate, be

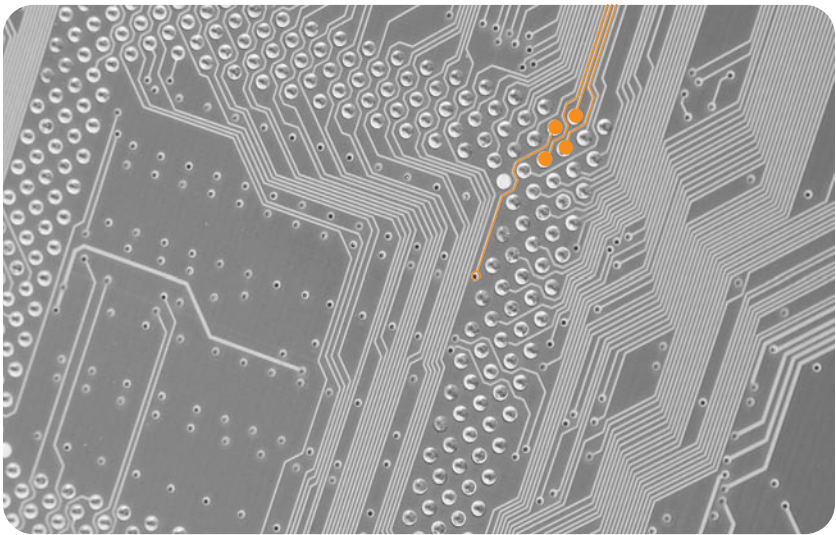
disseminated through university courses. Simula has adopted the Vancouver convention as a guideline for authorship. In order to strengthen Simula's scientific standards, a new system will be introduced according to which all authors of scientific papers will have to certify that their paper complies with a set of fundamental rules concerning scientific integrity.

To ensure the relevance of the research, and to increase the probability that the research results will be adopted by industry, Simula actively engages in discussions, collaborations and cooperation with industry. In order to achieve research results of a high international standard, it is of the utmost importance to establish good cooperation with the best research groups in the world. To advance collaboration, Simula gives priority for applications to projects in the EU's Framework Programme for Research and Technological Development. Furthermore, the researchers at Simula are encouraged to participate in programme committees and serve on editorial boards.



2.1 Networks and Distributed Systems (ND)

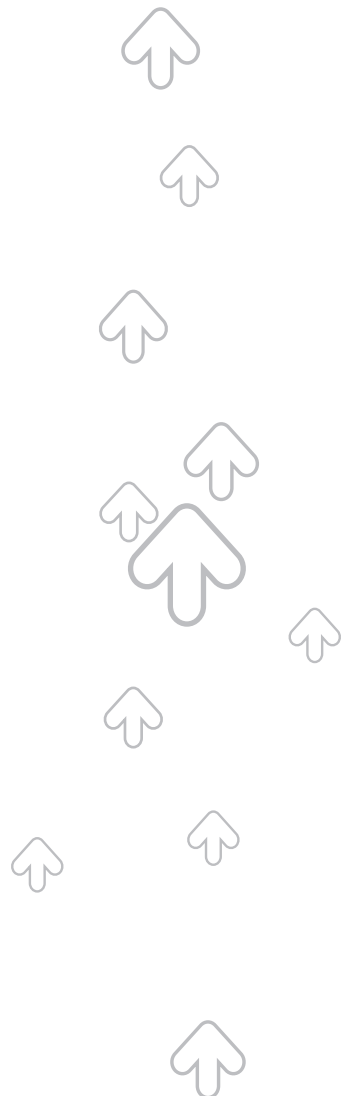
Motivation: Computer networks are a cornerstone of modern society. At the same time, network technology is an area of intense development. Recent improvements in this area have facilitated the development of new applications, such as IP-telephony and Video on Demand. Conversely, new classes of applications place new demands on the infrastructure, regarding efficient resource usage, network stability and raw performance. Examples of such applications are interactive massively multiplayer games, video conferences and telemedicine. These challenge the stability and predictability of the network infrastructure, the efficiency of the end-to-end protocols, and the architecture and design of the networked servers and terminals. The realisation of the full potential of such applications creates major challenges in and between the areas of networking and protocols, and the architecture of routers, switches and servers.



Vision: The vision for the ND department is to be a world class contributor of knowledge and solutions to profound problems within networks and distributed systems. ND's objective is to enhance three interrelated fields. (1) By understanding and addressing the vulnerability of the Internet, ND will take a major role in improving network resilience against threats, ranging from failures and instabilities to malicious attacks. (2) By providing solutions for the robust and flexible interconnection of networked components, ND will have a substantial impact on the way networked servers and server-clusters are built and utilised. (3) By analysing the interplay between emerging large-scale distributed applications and the network-, software- and hardware platform they need to run on, ND will assume a central role in enabling operating system- and application support for achieving resource efficiency.

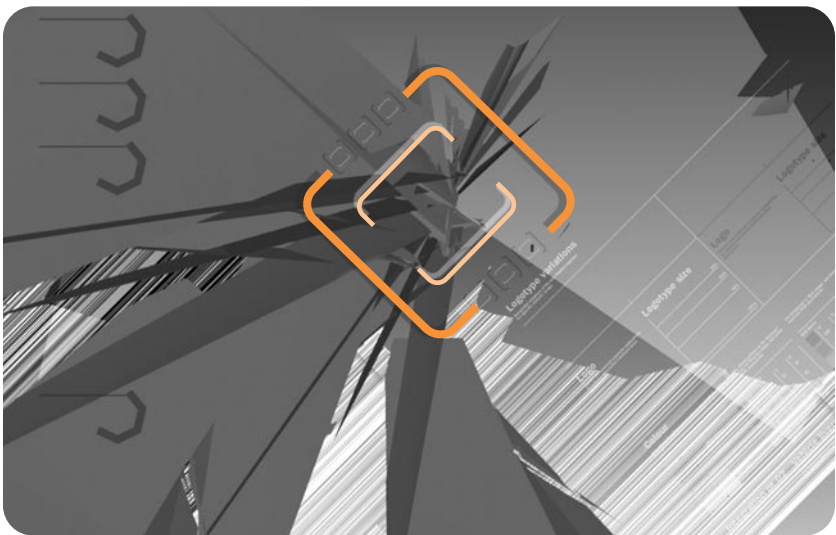
Goal: The goal of the department is to be a world class research department within its selected problem areas. By 2010, the methods for robustness in communication networks developed by ND will be recognised worldwide as being state of the art, and cited heavily by both academia and the Internet Engineering Task Force. ND will be recognised as a world leading research group in the areas of interconnection networks and resource usage in large-scale distributed systems. By 2015, results from ND will have been taken up by relevant industry, and be in daily use in several products.

Approach: For the period 2007 to 2010, ND will focus its efforts on three selected activities. The first is interconnection networks that operate on short distances ranging from on-chip networks to clusters. The second area is resource consumption in time-critical large-scale distributed systems. The third area is resilience in network infrastructures, handling threats to the network ranging from failures of components to malicious attacks. These activities are currently at different levels of maturity. In the area of interconnection networks, the department will consolidate its position as a world class research unit. In the other two research areas ND will approach excellence by actively seeking collaboration with the best researchers, as well as with industry. Collaboration with top-ranked researchers from other institutions, both nationally and internationally, will allow ND to sustain the level of quality needed to reach its goals as well as enhance the international visibility of the department. To achieve such collaboration, ND will proactively seek out external researchers and offer them affiliate posts as visiting professor/visiting research scientist in the department. ND already benefits from broad contacts with industry. These contacts will be developed further, and tight cooperation with a selected group of industrial partners will be cultivated. This will ensure the relevance of the long-term research in which the department engages, as well as enhancing the opportunities for the industrial proliferation of the results.



2.2 Scientific Computing (SC)

Motivation: Computer simulations based on mathematical models are crucial tools in many branches of science. Scientific and technological development over the last 20-30 years has enabled increasingly complex models of Nature to be studied on computers. This has resulted in several branches of science depending more and more on computational tools, and has enabled the methodology to enter new fields that have not traditionally been based heavily on computer models. One example of such a field is the life sciences, where computer-based experiments open up vast possibilities for bio-medical science and technology, as a complement to traditional experimental techniques. However, the complexity and multiscale nature of natural processes in general, and biological processes in particular, gives rise to substantial challenges, which must be addressed as a joint effort between computational scientists and domain experts.

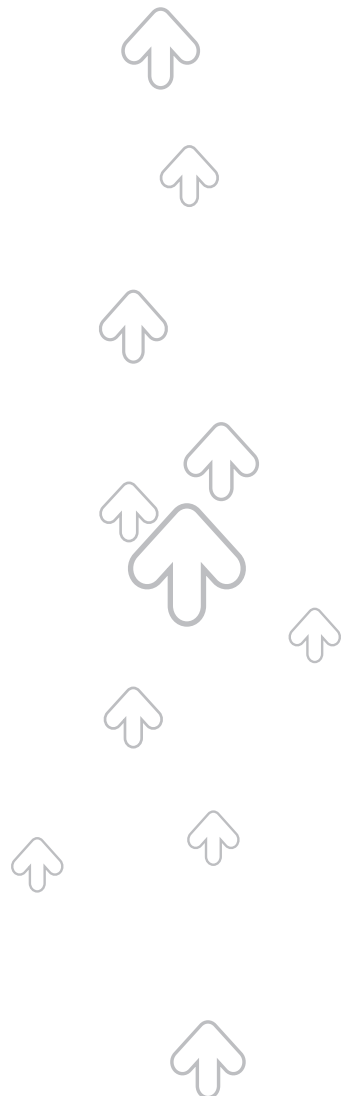


Vision: The vision of the SC department is to change the way science and technology is advanced in the fields that SC addresses. This will occur on three fronts: (1) By being a leading supplier of high-performance computational tools for biomedical science, SC will take a central role in the upcoming change of paradigm in medical science and clinical practice. (2) By offering novel computational tools and better software interoperability, which will provide new insight into complicated geological and geophysical processes, SC will influence the way the research and exploration is undertaken in the Norwegian oil and gas industry. (3) By offering computational middleware that allows students to operate at a high level of abstraction, far more realistic problems can be addressed in natural science education, shifting the focus of these studies from simplified models and analytic calculations to the study of real-world models with computational techniques.

Goal: By 2010, SC will be recognised as a world leader in simulations of electromechanical activity in the heart, based on the publication of scientific results in books and journal papers, as well as the distribution of community software with a large user base. The mathematical and computational tools developed by SC will have prepared the ground for the next generation of ECG-based diagnostic tools, to be developed further by the medical device industry. Software tools incorporating advanced simulation and visualisation techniques are in daily

use in the Norwegian petroleum industry, and lead to both scientific publications and improved accuracy in exploration. By 2015, computational tools developed in the department will be in regular use in medical research, industry and clinical practice, and the department will play a central role in a large European network that studies the human body with computational methods.

Approach: A particular feature of the research in the SC department is the blend of two kinds of activity: method-oriented work and research on specific scientific applications. This has been a successful formula in the past, which has increased the quality and visibility of both branches of the research. Hence, it will continue to be a key feature of SC's research approach, and SC will also aim to strengthen further the collaboration between the two activities. An important goal for the application oriented projects is to strengthen and expand SC's existing research collaborations. SC sees this as a key factor for obtaining the necessary application-specific knowledge, and thereby ensuring the continued relevance of the research. This will also help to make the research visible to a broader audience, and may lead to increased funding opportunities through collaborations with industry.



2.3 Software Engineering (SE)

Motivation: Software systems constitute the cornerstone of the modern information society. The motivation for the research conducted in the Software Engineering department (SE) is to support the private and public software industry in developing higher quality systems with improved timeliness in a more cost-effective and predictable way. The overrun of estimates for the cost and schedule of software development projects is an example of a problem that SE addresses.

Vision: The vision of the SE department is to be a major contributor in the international software engineering community in developing theories that address fundamental problems in software engineering. In particular, SE aims to develop theories that will have an impact in the areas of software development effort estimation, and object-oriented analysis and design.

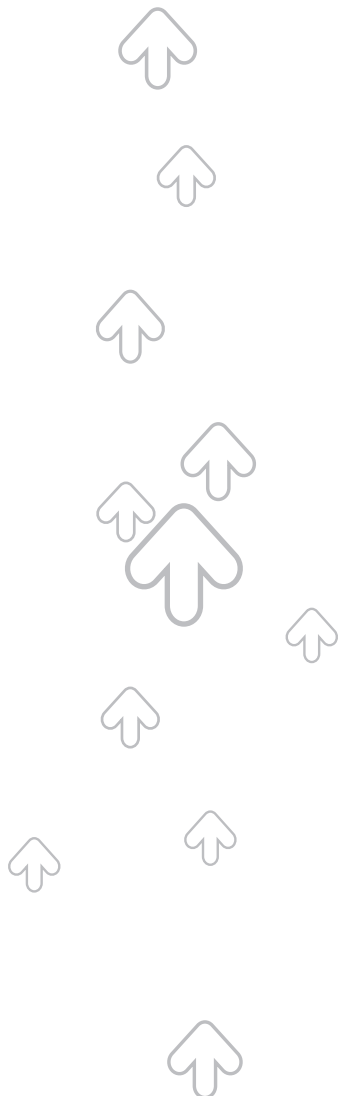


Goal: The SE department aims to become an international leader in understanding and assessing the impact of software engineering technologies (processes, methods, techniques, languages and tools for building and maintaining software) on the human, organisational, and technological dimensions of systems development. The department also aims to improve the state of the art of empirical research methods, theoretical and practical guidelines, and supporting tools that enable the efficient collection of high-quality empirical data.

Approach: To have a significant impact, the research of the SE department must be considered important by both academia and industry. To reach its goal, the department will conduct controlled experiments, case studies, action research and surveys in software development organisations to evaluate, compare, and improve software engineering technologies. To help ensure that the outcome of research will be of a high standard, SE will ensure that a significant portion of the department's budget is used directly to support the conducting of such studies, including hiring software consultants as experimental subjects, paying companies for extra data collection, etc., mainly at the expense of employing a larger number of researchers. An investment in infrastructure and apparatus, and the employment of senior support staff, are considered crucial for supporting the logistics of running large and complex empirical studies, and for collecting and organising data with minimal overhead. To increase flexibility and save administrative overhead, SE will hire people

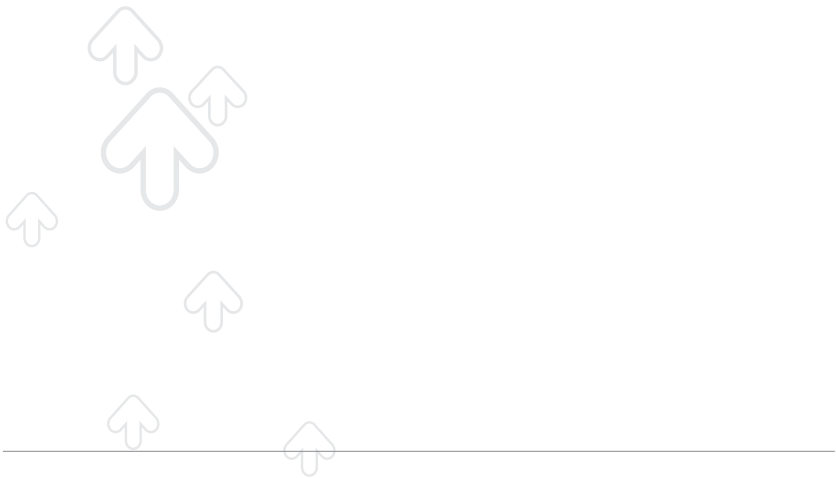
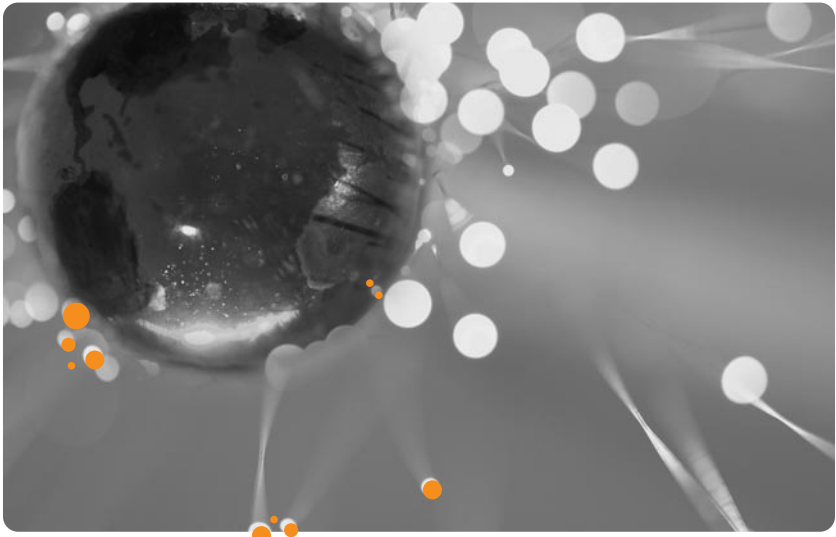


on a short-term basis to assist with the research of the department. They could be students for clerical work or consultants who are particularly qualified for certain tasks, for example a statistician. Active collaboration with industry is considered important. It can include participation in industry-managed research projects on software process improvement, and giving seminars and courses. Moreover, because software engineering is typically performed by humans in organisations, the department will continue its collaborations with researchers from other disciplines, for example, psychology, sociology, economics and management.



3. Innovation

Simula's main purpose is to produce applicable knowledge and well-qualified ICT-personnel. In order to foster applications of the research results, Simula cooperates actively with industry and public sector. Simula will continue to seek such collaborations while remaining focused on basic research and ensuring that projects carried out in cooperation with commercial partners will not be subsidised by Simula's public grants. This sound balance between basic research and real-world applications is preserved by organising research based on the government funding in Simula Research Laboratory, whereas consulting and technologically oriented projects will preferably be organised as stand-alone companies or conducted in cooperation with other partners. A consulting company, Kalkulo AS, has been established to provide scientific programming services to industry. In addition, Simula has established a subsidiary, Simula Innovation AS, to promote the application of Simula's research results in society. Innovation, as the implementation of a new or significantly improved product or process¹, is carried out throughout the entire organisation and is a key element in the research departments, in projects organised by Simula Innovation, and in Kalkulo. The core objective of Simula Innovation is to assist the research departments at Simula in their efforts to realise their insights in terms of real-world applications.



¹From the Oslo Manual, Guidelines for Collecting and Interpreting Innovation Data, Third edition, OECD and Eurostat 2005.

3.1 Simula Innovation AS (SI)

Motivation: Modern societies rely completely on the knowledge acquired through basic research carried out over many generations. Nevertheless, improving the outcome of the investments in basic research is widely accepted as a major challenge, both in Norway and internationally. The main motivation of Simula Innovation (SI) is to increase the return of the national investment in Simula by promoting and facilitating the application of Simula’s research results.

Vision: SI is to be recognised as one of the most efficient commercialisation groups within comparable research environments.

Goal: SI’s overall goal is to contribute to Simula’s strategic ambition of generating at least one major commercial breakthrough by 2015. SI’s operative goal is to improve the success rate, volume and quality of the outcomes of publicly funded research and technology at Simula.

Approach: SI will engage in innovation based on research done by Simula; hence, SI will work in close collaboration with the researchers at Simula. Furthermore, the limited resources must be concentrated on a narrow set of commercially promising projects that will be developed in collaboration with external high-quality commercialisation units. SI will promote the application of Simula’s research by cultivating close relations with major industrial companies. SI will facilitate new commercial start-up companies and seek suitable investors for such ventures. It is the responsibility of SI “to take decisions regarding the acquisition, ownership and management of stakes in companies, in addition to managing Simula’s other commercial interests”.

SI’s objectives reach further and wider than budget and staffing permit. Given a limited likelihood of increased basic funding, it is desirable that SI should seek to form strong alliances with similar organisations. Simula will openly seek proper business partners for SI, provided that combined efforts strengthen Simula’s ability to deliver commercial innovations.



²From § 3 of the Articles of Association for Simula Innovation.



3.2 Kalkulo AS

Motivation: Technical and scientific software is a segment of the software market that requires excellence in both computer science and applied mathematics. As a wholly-owned subsidiary of Simula, Kalkulo benefits from a well-developed network and is in a unique position to consult with up-to-date experts and recruit skilled personnel in this field. These facts, combined with a head start provided by the research and development contract with Hydro, gives Kalkulo the best possible platform to compete, succeed and grow as a provider of technical and scientific software services to Norwegian and international industry.



Vision: Kalkulo will be a successful commercial provider of scientific software solutions to technical industries in Norway and abroad, with a customer base that associates Kalkulo with competence, quality and well-designed solutions.

Goal: In the initial three-year period, the goal of Kalkulo is to secure commercial success. This means that Kalkulo should operate with a healthy profit margin and expand staff to 10 - 20 employees. A secondary goal is to provide industrial feedback to Simula that can affect positively the relevance of the research undertaken at Simula and the supporting innovation in SI.

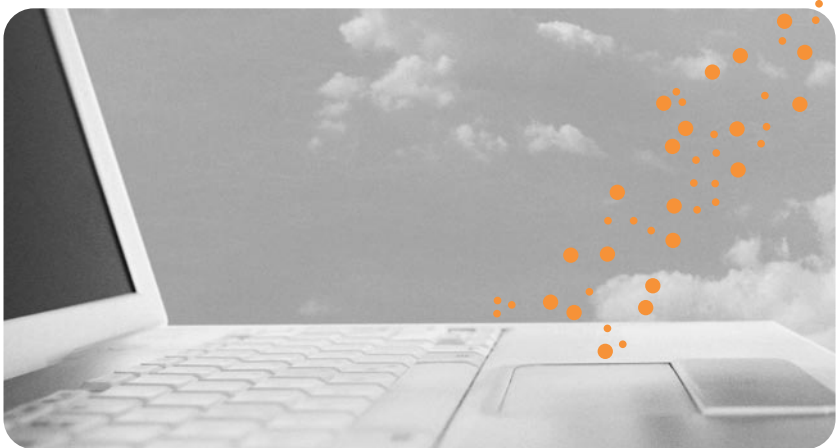
Approach: Kalkulo began operating on April 1st 2006, with five employees. The initial focus was on developing software for PC games, medical and geophysical modelling, with a common platform of competence within mathematics, numerical methods and visualisation. In order to be successful with respect to commercial success, which is its primary goal, Kalkulo will, in its initial phase, concentrate efforts on expanding within key areas that are based on present projects and personnel competence. The key foci will be to run its projects with excellence, to gain visibility, and increase staff and project portfolios. Kalkulo will work actively with Simula and SI to create a customer network and draw upon Simula's professional competence in relevant areas. After reaching its primary goal, the company will develop a longer-term strategy for further growth. This strategy should be 100 % market driven, meaning that Kalkulo should identify and develop feasible market opportunities that optimise Kalkulo's business success as an independent enterprise. In the event that Simula's research activities support such market opportunities, Kalkulo may extend its competence and market profile accordingly.

4. Education

Motivation: The education of skilled IT professionals is important for Norway's ability to maintain its competitiveness in a globalised economy, as well as for Simula's ability to recruit qualified researchers. In general, international evaluations have shown that Norway has a low output of Ph.D. candidates in informatics compared to similar countries, such as Sweden and Finland. It has been recommended that the ratio of Ph.D. students per supervisor in Norway be raised from 2:1 to 3:1. Simula has a good output of M.Sc. and Ph.D. candidates, who deliver high-quality work and submit their theses on schedule. In addition, there are very few Ph.D. students who do not complete their degrees. Simula has the capacity to take on more students and would welcome this, especially at the Ph.D. level, if adequate funding will be available.

Vision: Within its fields of research, Simula will educate M.Sc. and Ph.D. candidates at a top international level.

Goal: Simula will increase the production of M.Sc. and Ph.D. candidates, and will continue to foster independent and cooperative researchers with high scientific and ethical standards. Together with the University of Oslo, Simula also aims to establish a permanent *School of Research and Innovation*.



Approach: Simula will recruit top-quality M.Sc. and Ph.D. students and provide them with a supportive and collaborative working environment. All students will participate in the ongoing research projects at Simula in order to ensure that their work is carried out on a relevant topic. An adequate level of administrative structure, in the form of, for example, plans and check-points, will be in place to ensure that the education is consistently effective.

Simula will educate M.Sc. and Ph.D. candidates in cooperation with Norwegian universities, with the supervision handled primarily by those researchers who are affiliated with the Department of Informatics at the University of Oslo.

Simula's ambition is to educate candidates with knowledge of industrial challenges and to stimulate candidates to gain international experience.

Simula also undertakes educational activities outside of the traditional university system. Examples include the training of research leaders, entrepreneurs and information technology practitioners, where this is a natural area of Simula's competence.



5. Simula's Organisation

Simula is organised to meet the requirement of basic research, innovation and education as outlined in the foundation. Simula will maintain a dynamic and flexible structure that can sustain changes in the activities. The philosophy behind organisation and recruitment is that Simula should be an attractive workplace for ambitious researchers who understand the impact that their research may have on knowledge and innovation in industry and society.



Simula is run according to a model that consists of three main elements:

1. Simula's objectives: basic research, innovation and education
2. Simula's funding model. Simula is mainly funded by the Norwegian government. Additional external funding through the Research Council of Norway, the European Framework Programmes and industry contracts are accepted where the projects constitute a natural extension of Simula's core activities. Simula does not partake in short-term contract research.
3. Simula's organisational model. Simula is a business entity; a limited company. Consequently, Simula is organised and managed like an ordinary company.

These elements make Simula unique in the Norwegian research community. The objectives and the funding model are very different from those of the traditional Norwegian research institutes, and the organisational model differs significantly from that of the Norwegian universities. In this way, Simula combines the universities' focus on basic research with the management model of a research institute.

5.1 Simula Research Laboratory AS

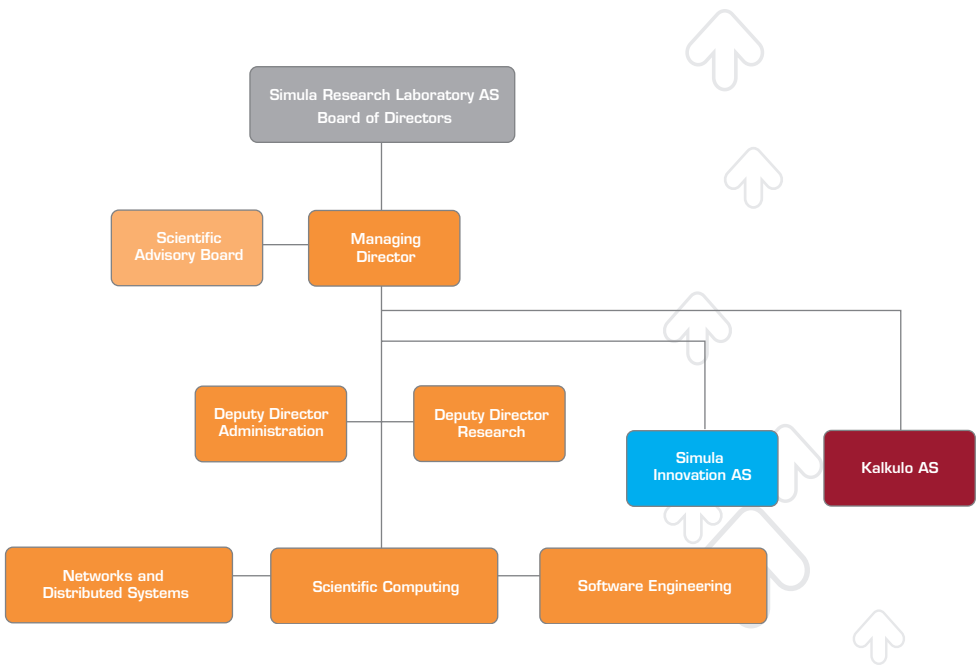
Simula was established in 2001. Currently, the Simula group consists of Simula Research Laboratory AS and two wholly-owned subsidiaries; Simula Innovation AS and Kalkulo AS. Simula is a nonprofit, public utility enterprise that acts as a limited company with share capital regulated by the Norwegian Companies Act.

Simula Innovation AS has corporate responsibilities to transform research undertaken at Simula into commercial value as a joint effort with top management of Simula. SI is also responsible for administering Simula's intellectual property rights.

Kalkulo AS develops commercial products and services within information technology, based on research activities within Simula.

Simula Research Laboratory's share capital is predominantly government-owned (80 %). The remaining shares are divided equally between the two private, independent research organisations SINTEF and the Norwegian Computing Centre.

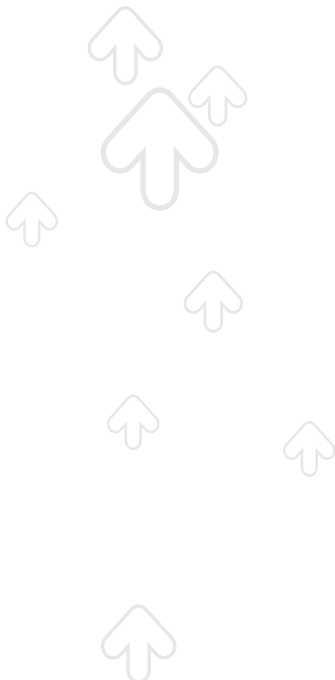
Simula's Board of Directors appoints a Scientific Advisory Board (SAB) to ensure an appropriate direction of research and satisfactory progress. The SAB meets once every eighteenth month and advises both the board of directors and the management group on scientific issues.



5.2 Administration

The purpose of the Administration Department is to maintain the infrastructure, conduct administrative services and provide support to the research departments in a way that promotes effectively the overall objectives of Simula. The Administration Department is divided in two units: the administration unit and the IT-support unit. Simula makes a considerable effort to cultivate full-time researchers by lifting the administrative burden from the researchers, leaving this work to administrative staff. In order to support the other departments and the research activities at Simula, the administration department has the following aims:

- To avoid unnecessary bureaucracy. The administration aims at reducing, to a minimum, the administrative work load on individual researchers.
- To produce necessary data for the departments' need for financial control and personnel management
- To maintain Simula's premises in such a way that stimulates the working conditions and provides a good social environment
- To provide administrative support to the researchers.



5.3 Recruitment and Renewal

Simula will recruit and fill all its positions with top quality candidates. To achieve this, Simula will offer:

- excellent working conditions
- excellent benefits
- salaries high enough to acquire the best candidates
- challenging work assignments, substantial individual freedom and a stimulating professional environment.

Simula will provide competitive salaries to talented staff while refraining from allowing it to become the core attraction for recruitment. Simula is committed to attracting outstanding international researchers. Several approaches are in operation to meet it, including active assistance in establishing guest researchers in Norway, offering certain individuals an association with a department without the need to relocate in Oslo, and increasing the use of English in both internal and external communication.

At present, the majority of researchers at Simula are male. It is important for Simula to try to recruit more female researchers. Simula will do so by encouraging female students to enrol in M.Sc. studies, and motivating them to apply for Ph.D. positions. Furthermore, Simula will ensure that women and minorities are given full opportunities for employment, promotion and training.

Simula provides continued education to its employees with the aim of making them independent researchers. A training programme in research management for current and future managers was established together with the University of Oslo in 2005.

Simula will be evaluated on a regular basis. Based on the results of these evaluations and upon the advice from the SAB, the management group will regularly adjust the mix of employees in each research department. Poor evaluation results can lead to a reduction of employees and budgets, while strong results can lead to an increase in recruitment and budgets.



5.4 Growth

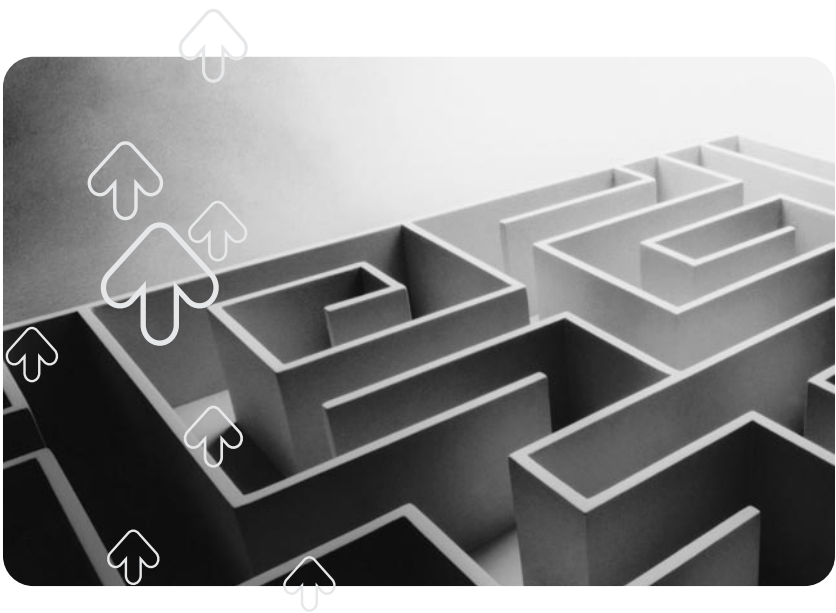
Simula is mainly financed by public grants from the Norwegian state budget. The public grants are administered by the Research Council of Norway (RCN) under a formal agreement between Simula and RCN. Simula aims to establish a foundation to ensure a long-term contract.

According to recent international evaluations, Norwegian ICT research is at the cutting edge of developments in several technological fields. ICT is named as one of four topic areas specifically targeted in Norwegian research policy. Furthermore, it is a major political ambition in Norway to increase the research activity in the private sector. ICT represents 35 % of the expenses of industrial research and is therefore expected to increase significantly over the next years. Qualified personnel is a limiting factor in this process, and the education on the Ph.D. level in ICT must therefore be strengthened considerably. Simula is well positioned to contribute to an overall increase in research, innovation and education within ICT. To this end, Simula aims to develop the overall activities in the centre and establish the following:

- a school of research and innovation
- a programme for visiting scientists
- new research activities that address relevant topics in society, where Simula has the potential to become an internationally leading research group.

Simula will pursue an increase in public grants from the Norwegian state budget. In addition, Simula will prioritise the following:

- applications for additional funding from the Research Council of Norway
- applications for funding from the European Union 7th framework programme for Research and Technological Development
- the establishment of more long-term research projects with industry
- initiatives that further establish collaboration with private donators willing to finance basic research.





Simula conducts basic research in the fields of networks and distributed systems, scientific computing and software engineering. The aim is to undertake research of the highest quality, commercialise research results and educate M.Sc. and Ph.D. candidates in cooperation with Norwegian universities.

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