

Copenhagen, April 2013.

Centre for Military Studies 2013: Self-Evaluation

Introduction

At the Centre for Military Studies (CMS) our goal is to contribute to Denmark's ability to formulate and carry out strategy in the field of defence and security policy by providing a research-based foundation for decision-makers. This is done by examining and developing strategic processes. Strategy is based on political goals and for this reason our primary target group is decision-makers. Strategy is implemented by officials and officers, and those are the people that CMS works with on a daily basis on concrete projects determined by the contract between the Ministry of Defence (MoD) and the University of Copenhagen.

The primary task for CMS is thus to build knowledge on strategic processes as well as strategic topics important for Danish defence and security policy. This knowledge is then made available through reports, articles and books. In some cases it is vital for a topic that is discussed between the relevant actors. To facilitate this discussion CMS conducts workshops, conferences and seminars. In other cases where there is already a public debate going on in the media, CMS contributes to the discussion by providing its collective expertise in the complex field of defence and security policy.

For us, the most interesting research projects are those that combine strategic theory-development with a concrete challenge within the defence sector in a process of innovation. Thus, we do not primarily measure our success in publication but in impact. Obviously, that does not mean that we do not care about the metrics of our trade, but in the final analysis the most important thing for us is to create innovation.

In the following we will present the Centre, its activities, processes and workflow, what we do well and what we need to improve on. The self-evaluation will be constructed as follows:

- Process and Procedure
- Background and Structure
- Activities and Products
- CMS' Position
- Economy and Organisation

- Processes and Workflows
- Strategy for the Centre
- Target-setting and Workflows
- Clients and Stakeholders
- Publication and Research quality
- Dissemination of Knowledge
- Conclusions

The conclusions will endeavour to answer questions defined in the terms of reference for the evaluation of the Centre for Military Studies. In the following we will present the terms of reference and describe the way in which we have conducted this self-evaluation.

Process and Procedure

This self-evaluation is part of the evaluation of the Centre for Military Studies (CMS). For the Centre itself, the purpose of the self-evaluation is to enable staff and management at CMS to reflect on the Centre's past, present and future. We find that this has been a fruitful exercise even if the Centre has only existed in its present configuration since April 2010. In many ways the fact that CMS has only been in business for three years means that practices and products are not more settled than they can be discussed with an open mind and a focus on innovation.

It is important for us to emphasise that we seek to develop and maintain a reflective research environment, irrespective of whether we are being evaluated. Therefore the self-evaluation could easily be integrated in existing processes. We have done the following:

- Discussed the parameters for the evaluation at various CMS-meetings in the Spring of 2012
- Conducted a continuous dialogue with stake-holders and networks
- Discussed products, workflows and future subjects for research at an away-day in Holte on November 1 2012. At the away-day we also discussed possible questions for the user-survey
- Employees were involved on a case-by-case basis in relevant elements of the actual writing of the self-evaluation
- A final draft of the self-evaluation was presented to the employees by the director of the Centre for comments on 4 April 2013.

Following the evaluation we will use our annual away-day to discuss the next steps.

In our discussions, we have taken our point of departure in the parameters for the self-evaluation and the user survey which are defined in the terms of reference for the evaluation of the Centre for Military Studies, which underlines a special focus on whether:

- The Centre's processes and workflows, including cooperation with the client is organized in a way which continuously strengthens and develops the Centre's products and provides synergy between research and research based consultancy.
- Clients, stakeholders and others involved in the work of the Centre assesses the Centre's products as useful, of high quality and independent.
- The Centre's staff have published research and analysis of high-quality and developed the field within the four themes.
- The Centre facilitates knowledge sharing and innovation in its field, including strengthening and developing networks and research cooperation.
- The Centre's staff carry out research based dissemination of knowledge and findings, and teaching.

The self-evaluation will answer the five overarching points as listed above. However, first we will briefly describe the background and structure of CMS.

In the following the work of CMS from its creation and until the end of 2012 will be addressed. We will not go into detail on the work done in 2013 (for a list of projects for 2013 see 2.1.1).

Background and Structure

CMS is one of seven research centres at the Department of Political Science, University of Copenhagen. The Centre employs 13 people (March 2013) and has a budget of approximately 9 million DKK (1.2 million EURO) per year. The Centre carries out approximately 137 activities (reports, seminars, conferences etc.) per year for the MoD and the political parties behind the defence agreement (see 2.1.1-2.1.3). 60 % of the researchers' time is spent on such innovation projects while the remaining 40 % of their time is spent on research within the field of defence and security policy.

CMS carries out strategic research and provides research-based public sector services with a focus on topical military, defence and security policy issues and provides an organizational framework for interdisciplinary research cooperation between the University of Copenhagen, other research institutions and other relevant parties. In terms of research, CMS is independent in relation to freedom of methodology, choice of theory and results and complies with the University of Copenhagen's rules in this respect. CMS is financed through the defence budget as determined in the Danish Defence Agreement 2013-17.

The Centre for Military Studies (CMS) was established on 1 April 2010. CMS is an organisational continuation of the Danish Institute for Military Studies (DIMS) which was established in connection with the Danish Defence Agreement 2005-2009. In November 2009 the parties to the Defence Agreement decided to transfer DIMS to the University of Copenhagen under the Department of Political Science. In January 2010, the parties approved the set-up of the Centre as it had been agreed between the University

of Copenhagen and the MoD. In November 2012, the parties reconfirmed their commitment to this set-up by confirming an unchanged budget and facilitation with the parties and the MoD in a new defence budget agreement for 2013-17.

The director of the Centre answers directly to the Head of the Department of Political Science and thus the Centre is an integrated part of the University's governance structure. The Head of Department heads a "Steering Committee" which oversees and gives advice on the Centre's work. The work and development of the Centre is overseen by the steering committee consisting of representatives from the research community, the Royal Danish Defence College, Defence Command Denmark and the MoD and a representative for the employees of CMS (see 2.1.4).

Activities and Products

The work of the Centre can be divided into several subgroups. For the sake of simplicity we will divide them into:

- Events, such as seminars, workshops and lectures
- Publications, such as reports, articles and books
- Teaching and consultancy
- Dissemination of knowledge

When we do our work best, these different categories of activities can be made to work together creating a coherent narrative. In order to be able to create that narrative we have to be very conscious about trends and opportunities in the security and defence policy environment. One successful example of how we have been able to create such a narrative has been how we in the run-up to the renegotiation of the defence budget in November 2012 was able to make different activities work together creating a platform for analysing and discussing challenges and opportunities in Danish defence. The elements of our work on this issue – before and after the publication of the report "An Analysis of Conditions for Danish Defence Policy" which constituted the main effort – is illustrate in this respect:

- Workshop Series with the MoD on the future of Danish Defence, 2011-12
- Open seminar with selected politicians on the defence budget on November 23 2011
- Speech by Dr. Nick Hækkerup, Minister of Defence, on the future of Danish security and defence policy, January 10 2012
- Expert seminar with scholars and practitioners as part of writing "An Analysis of Conditions for Danish Defence Policy", March 1 2012
- Presentation of "An Analysis of Conditions for Danish Defence Policy" at defence conference, April 17 2012 in cooperation with the MoD

- Briefings on “An Analysis of Conditions for Danish Defence Policy” for the MoD the Ministry of Foreign Affairs, Defence Command Denmark, Parliament etc. in 2012
- Seminar on United Kingdom and Danish Army Reforms with Major General Abraham, Director General Army Reform, United Kingdom MoD, August 29
- Presentation by researcher Dr. Lars Bangert Struwe ”Defence Policy and the Scottish Constitutional Debate: Scottish Defence and Security After Independence”, September 28 2012 at Edinburgh University.

This is one example of how we strive at creating qualitative impact from our activities. In quantitative terms, one can note that from the 2010 to the end of 2012 CMS has conducted approximately 173 events, published 77 reports, articles and books and provided teaching and consultancy some 130 times (see 2.1.5).

CMS Activities	2010	2011	2012
Open seminars	24	17	18
Workshops		14	16
Network-events	16	53	15
Lectures, briefings and consultancy	13	39	52
Teaching	3	14	9
Books (including contributions to anthologies)	2	9	5
Articles (including peer reviewed)	12	11	19
CMS-products (Reports, briefs etc.)	4	3	12
Participation in research networks	2	3	13
Participation in evaluation committees and peer review	2	3	9

The Centre also participates in the media coverage of defence and security issues. The figures shows how many times CMS has been quoted in Danish printed and electronic media in 2011 and in 2012.

Hits	Jan	Feb	Mar	Apr	Maj	Jun	Jul	Aug	Sep	Okt	Nov	Dec	Avg	2011
CMS	190	93	676	131	214	89	80	54	133	228	100	151	178	2139

Hits	Jan	Feb	Mar	Apr	Maj	Jun	Jul	Aug	Sep	Okt	Nov	Dec	Avg	2012
CMS	300	190	115	82	167	64	19	23	139	215	98	128	128	1540

This means that the Centre’s researchers were quoted on average individually 178 times per month and 2139 in total in 2011, and 128 times per month and 1540 times in total in 2012. The large variance between months and years demonstrates the variation in media attention to various issues. In 2011, for instance, Danish participation in the Libya air operations beginning in March created a huge attention.

Furthermore, CMS regards it as one of its core tasks to make the research of the Centre available to the public. In order to do this, CMS utilizes its webpage, twitter account and Facebook page to disseminate knowledge and findings by placing the CMS-publications for free downloading and to communicate with the public and the users of the Centre in regard to events. The figure below shows how many downloads (not unique users) were made from the webpage in 2011 and 2012.

Downloads 2011	Jan	Feb	Mar	Apr	Maj	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Total (CMS+DIMS)	292	330	402	249	209	234	172	229	172	370	286	281	3226

Downloads 2012	Jan	Feb	Mar	Apr	Maj	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Total (CMS+DIMS)	457	450	530	759	778	791	439	718	932	1230	1111	1120	9325

The figure shows that the effort the Centre has placed in creating a strong electronic platform for dissemination of knowledge through webpage, Facebook and Twitter, has been fruitful. Thus there is an increase of roughly 60 % in the amount of reports downloaded by users of the CMS webpage.

In sum, an average CMS researcher annually carries out five seminars and five workshops, teach one course, publish one report, publish two articles or books, participate in one research network and is quoted 154 times in the media.

CMS's position

In Denmark, the "market" for research into security and defence policy is, in institutional terms, defined by two, by Danish standards, large research environment. One at the Danish Institute for International Studies (DIIS) and one at the University of Copenhagen, where CMS is one of several research clusters. Apart from this there are two smaller research environments at the Royal Danish Defence College and at the University of Southern Denmark. Security studies are also part of the research conducted at the universities of Aalborg, Aarhus and Roskilde. One should also mention the research conducted at Lund university, even if it does not figure significantly in Danish discourse. The security and defence studies community in Denmark is characterised by a considerable movement of people between institutions, which means that people know each other well. We have thus a former colleague working at the University of Southern Denmark and one at (DIIS). In spite of the close personal networks, the research environments do obviously compete for the same resources. For example, the University of Copenhagen and DIIS have recently competed for research funding for a conflict resolution centre. A bid which the University of Copenhagen won and where the

researchers at CMS have a small stake. The fact that the MoD funds research at the Royal Danish Defence College and at DIIS as well as at CMS, but not at other Danish research environments, creates a special role for the MoD as a large and influential customer in the "market".

The Centre for Military Studies has to take the nature of the market and the MoD's role on that market as a given. The way the Steering Committee is put together, however, means that the producers and the largest customer in the market sit together with the purpose of supervising CMS' affairs.

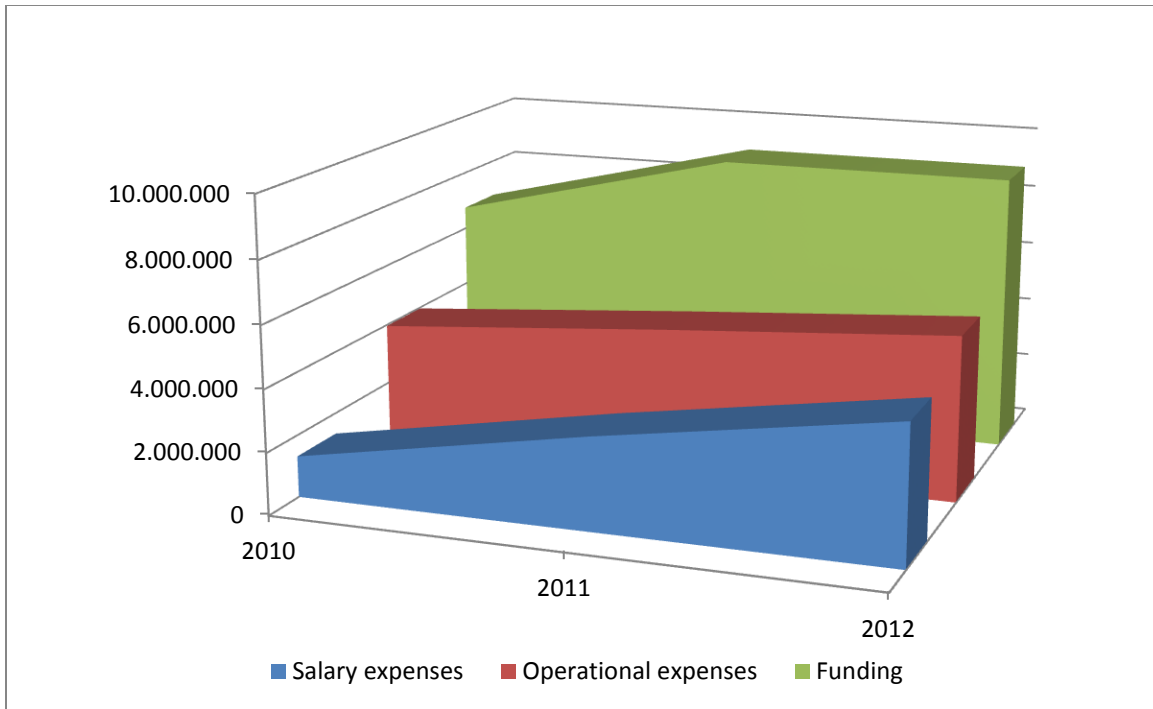
As mentioned earlier, the Centre's size and composition of the budget creates a challenge when "competing" for resources on the international "market". However in 2012 senior researcher Henrik Ø. Breitenbauch secured funding at the amount of 100,000 Euros for a project on studying security strategies in Europe. This shows that CMS has the ability to secure international funding when drawing on some of its core competencies. Thus Henrik Ø. Breitenbauch has worked intensively with the concept of national security strategies for several years. That kind of effort will be needed to further expand our international networks. According to the user survey, our users recommend that CMS in the future should look more like international research institutions such as Chatham House, International Institute for Strategic Studies (IISS), Kings College and the RAND cooperation (for more details see the survey report).

Economy and Organisation

CMS is mainly financed by the defence budget (see 2.1.6). The Government Budget stipulates that a block grant is transferred from the MoD to the Ministry of Science, Innovation and Higher Education in the amount of 9 million DKK per year from 2010-2014. 30 % of the funds are allocated to an overhead to the University.

Since these funds constitute a continuous project, the University rules allow the Centre to transfer unused funds from one year to the next. This has proven important since it proved impossible to spend all the funds the first year of operation and these transferred funds have given the opportunity to have an increased production in 2011-13.

The figure below shows the funding, salary expenses and operational expenses from 2010-2012.



As it is often the case, the Centre uses a substantial part of the budget on salaries. It is important to underline that the salary for the military analysts is placed within the operational expenses. CMS currently employs two military analysts representing a combined salary of 1,2 million DKK per year. When this is taken into account around 48 % of CMS' budget in 2012 was used on salary expenses.

The rest of the budget is organized based on activities and we are working hard to link projects and budgets in order to ensure the most effective use of funds and facilitate the best possible planning of projects.

Military analysts should be regarded as a human resource as well as a product. The officers seconded to CMS is a product in the sense that they at their three year stay at the University of Copenhagen develop analytical competences and an outside-in perspective on the Armed Forces which can be utilised by the Armed Forces afterwards. The military analysts are a human resource for the work done at the Centre because they contribute to the legitimacy of the Centre's research within the Armed Forces by virtue of their personal and professional networks. Furthermore, these networks and their experience give unique resources for CMS projects when they are partnered with the university educated researchers.

There are significant economies of scale in the way the Centre is set up. Even if the Centre is small by international standards, it is large enough to create a critical mass that means that there is expertise with the very specialised issues related to defence policy in general and Danish defence in particular. Furthermore, this research expertise is supplemented by competences on how to carry out innovation projects and the establishment of workflows etc. that make project management more effective. The

conduct of seminars, conferences and networks requires considerable institutional experience and resources, which are secured by the Centre's structure. Finally, the Centre's structure enables the creation of networks with the Danish defence establishment, academia and abroad, which enables the researchers at the Centre to engage with various issues at rather short notice. The way in which the Centre was able to produce "An Analysis of Conditions for Danish Defence Policy: Strategic Choices 2012" in three months is one example of this. Taken together these comparative advantages of the Centre means that the marginal cost of research projects conducted by CMS are low.

The fact that experience with doing innovation projects for the MoD is a very specialised expertise, which demands research competences, experience and networks means that CMS ensures that there is actually a capability to carry out that types of contracts in the first place.

Processes and Workflows

The evaluation is to focus on whether the Centre's processes and workflows, including cooperation with the clients are organized in ways which continuously strengthens and develops the Centre's products and provides synergy between research and research based consultancy.

At CMS we have a strong focus on how we do things and this reflection on processes are used to facilitate a continuous dialogue on the quality of our research. In many ways, this comes natural to a group of researchers that are working on strategy and strategy development.

Strategy for the Centre

In 2010 and 2011, the most important task was to establish workflows and processes that not only facilitated CMS' ability do projects for the MoD and conduct research, but also established a clear feel of purpose and identity amongst a group of employees for whom the end-game at (DIMS) had been a stressful experience.

Mikkel Vedby Rasmussen was appointed director of the Centre on 1 September 2010. Following Mikkel's appointment the first order of business was to establish the terms under which the Centre was to operate in the future. An away-day at the Royal Library was arranged in November with the purpose of doing a SWOT-analysis of the new Centre and to discuss particular issues for further research. On the basis of this we established the goals for 2011 to be:

1. Hiring new people
2. Develop processes and work-flows
3. Strengthening existing networks in a new context and establishing new ones.

Dr. Lars Bangert Struwe and Dr. Gary Schaub were hired as researchers and two PhD-students were also associated with the Centre. Furthermore, Ms. Anne Thomsen was hired as Centre Administrator and we began the development of budgets and procedures. A very important part of establishing the workflows as well as work-content was the production of a Project Manual (see 2.1.7). The purpose of the manual was, firstly, to define in explicit terms the principles guiding our work with the MoD. Secondly, the process of writing the manual was to facilitate a discussion amongst ourselves on the nature and challenges of our work.

In terms of networks, we decided to emphasize the participation of stakeholders in every stage of our work as well as establish a number of networks on specific policy-issues.

In 2012, we defined a number of specific aims:

1. Rising to the occasion in terms of supplying the MoD with new ideas
2. Publishing top quality research on strategy, and securing more funds to do so
3. Translating the research agenda into teaching

To implement aim number one we focused on producing reports etc. that made a real contribution on a number of issues which opened up during the discussions on future priorities for Danish defence that followed from a reopening of the budget agreement. In terms of aim no. 2, the Centre secured renewed funding on the defence budget, and a number of research funds were also secured in ways that may serve as a template for future applications. In terms of publications, the results were not what we had hoped for. The disruptions of 2009-10 is still felt. Yet, a lot of manuscripts have been finished and 2013 is going to be a year with many more publications. In terms of aim no 3, we went to work on creating a master in Risk, Security Governance and Strategy in cooperation with other researchers at the Department.

In 2013, we will focus on the following - without losing sight of publication, external funding and innovation:

1. Use the evaluation to improve our products and engage our environment even better in our work.
2. Make resources count better. We need to get better at making projects fit the time allocated in general and be better at making a truly joint effort in project teams.
3. Introducing MS Project. In order to make resources count better we will begin using MS Project. MS Project is based on the notion that resources should fit tasks and the programme is set up to help visualize how resources fit/not-fit.

Target-setting and Workflows

Setting the agenda for the Centre's work by setting specific, achievable targets is a way to make a considerable portfolio part of a coherent effort. These aims are sought supported in a number of ways:

- by the developing of project management tools. For example, the researchers at the Centre will go on a specially design course in MS Project in April 2013
- by engaging in continuous dialogue with the MoD on the progress of projects, including biannual status meetings and meetings with team coordinators and the relevant MoD case officers.
- by assigning different roles to researchers in project teams and appointing a Team Coordinator to facilitate communication between the Centre's management and researchers and to ensure progress on projects
- by having biannual budget meetings between management and Team Coordinators
- by using the annual report to bring together statistics on publications, dissemination etc. to facilitate research management
- by using evaluation and peer review to continuously improve the quality of CMS workflows, processes, events and publications

Another aspect in which the Centre attempts to develop its processes is that we evaluate our seminars, workshops and lectures. To this end an evaluation form has been developed. The form enables the participants of our events to evaluate the Centre's preparation and execution, and gives the Centre valuable inputs on how to improve (see 2.1.8).

Furthermore, CMS makes an effort to evaluate on the products and workflows of the Centre with the clients of the Centre, be it politicians, the MoD, other scholars, the private sector etc. This is done in everyday contact with the clients in connection with seminars, workshops and so on. The majority of CMS' publications are developed through cooperation with external experts and practitioners. This often entails that the project will have one or more workshops in which these persons will be asked to participate with their expertise. In turn, at the end of the project cycle, the Centre will brief the participants on the outcome of the analysis. This is done as an attempt to ensure the quality of the work of CMS and to include the external experts and practitioners in the work process of CMS.

Internally, we attempt to evaluate and develop both the professional and the social environment at CMS. We do so by attempting to create an open, comfortable atmosphere at the Centre and promote an open door approach, which means that it is always possible to spar with colleagues. We eat lunch together and each week the Centre has a 'cake-meeting' in which we discuss the events of the week that has passed and the tasks in the weeks to come. The Centre also regularly has brown bag seminars in which work-in-progress is presented. Occasionally, an outside-scholar is brought in to comment on work-in-progress. An example of this is when Dr. Tarak Barkawi of the New School for

Social Research in New York was brought in to discuss work-in-progress and ways of developing war studies on February 25, 2011. In September 2013 Professor Christopher Coker from London School of Economics will join the Centre as a visiting scholar and his presence will give the Centre another opportunity to further discuss work-in-progress with external capacities.

The work-in-progress seminars are attempts to promote informal sharing of knowledge between the employees and serve to develop standards by facilitating a concrete discussion on research quality. In addition to this, CMS has also had internal seminars on strategy, presentation skills and visual facilitation where an external expert has worked with the Centre in order to develop the competencies of the employees. As an example the Centre had an internal workshop with a professional visual facilitator on August 31 2012. The purpose of the workshop was to develop the employees competencies to conduct workshops and seminars.

We believe that a strong social cohesion within the Centre facilitates the free flow of information and ideas. For this reason CMS also has internal movie-nights, play indoor football together and annually we do the 5x5 kilometres DHL-relay, finishing in 1.46.15 in 2011 and 1.46.10 in 2012. In the fall of 2012 the University of Copenhagen conducted a work appreciation survey. In this the employees of CMS have indicated that they are proud to work at the university and generally satisfied to work at CMS (see 2.1.9).

Clients and Stakeholders

Clients, stakeholders and others involved in the work of the Centre assess the Centre's products as useful, of high quality and independent.

The user-survey provides data for how our clients, stakeholders and other involved in the work of the Centre assess our performance. The overall result of the survey was that a large majority of the respondents found that CMS's activities are useful, of high quality and contributes with new, relevant knowledge. Furthermore the respondents found that CMS's activities are contributing to their networking.

The respondents also found that the research results of CMS are based on good scientific conduct, and are sufficiently objective and unbiased. Finally we were very happy to learn that a majority of the respondents believe that CMS should continue with its current topics and activity types (for more details see the Survey Report).

From our perspective, engaging clients and stakeholders is a very important part of our work. What makes our products different from more traditional university research is an in-depth knowledge of and close engagement with our object of study. This engagement is an integrated part of our projects, but it is also done in more informal ways. Together and individually we have large networks and an important part of our job is to cater to these networks. For example, CMS researchers often meet and advise with staffers and

politicians in Parliament, thus providing advice and information which are not formally a part of the contract with the MoD but enabled by the research community it creates.

In CMS' contract with the MoD emphasis is put on the Centre hosting networks. As a result of this, the Centre drawing on the researchers personal contacts in the field of defence and security policy, have created several expert networks. The purpose of these networks is to bring together experts and practitioners in a setting in which they can discuss informally and share expert knowledge. The idea behind the network is that the participants will benefit from the shared knowledge and experiences, and draw on this in their work. Thus in April 2011, the piracy-network was formally established by CMS researcher Lars Bangert Struwe. The piracy-network focuses on the challenges to Danish interests posed by the evolution of piracy.

The Centre also hosts a China-network, which is led by Bertel Heurlin. The China-network was created in early 2011 in order to establish a forum that could bring together a wide variety of China experts and does not solely focus on defence and security politics. The network was the answer to a growing need for a forum in which individuals with expertise and interest in China could meet and share knowledge. Following the creation of the China-network and the growing interest for China, CMS has participated actively in the creation of Thinkchina.dk, which is a newly developed Centre that focuses on exploring the possibilities for broader Danish-Chinese cooperation regarding, trade, growth, energy, environment etc. Apart from this, CMS works closely with other relevant institutions. One example is cooperation with the Nordic Institute for Asian Studies (NIAS) on a project regarding Asia and the Arctic.

Other networks include a comprehensive approach-network, led by senior researcher Henrik Ø. Breitenbauch and a NATO-network lead by senior researcher Kristian Søby Kristensen. The demand for new frameworks for networking and research cooperation on comprehensive approach and NATO has not been as great as it is the case the piracy network and China network. The establishment and development of these networks are examples of how CMS since its creation have put strong emphasis on networks. Finally, the Centre also created a student driven network on strategic studies in the autumn of 2011. The network is student driven and creates a forum for students from universities and the Armed Forces in which they can discuss relevant topics.

We find that these networks have grown over time and that they are an important part of creating a basis of legitimacy for our work with the Defence establishment.

Security and defence issues can no longer be regarded in isolation, and therefore we find it important to focus on strengthening our ties with the business community and other relevant actors. The creation of networks gives CMS the ability to create a forum in which all relevant actors, be it scholars, officials, soldiers or representatives of the private sector can discuss relevant topics. An example of this is the piracy-network in which

many private interest are represented. Thus the piracy-network have shown that there is a great demand to create networks that bring different interest groups together.

The figure shows an example of the span of our networks in 2012 (see 2.1.10).



Our research networks have strengthened over time. We are – in several ways – a young research group and this means that we will have to invest time and effort in establishing networks. The networks we pursue are naturally those most relevant for our work and given the small, competitive nature of the Danish market for ideas of this subject, the most relevant research networks are abroad.

We have thus sought to use guest researchers at CMS or our staying at foreign research institutions to facilitate the building of networks and at the same time ensure that real research time can be allocated to a researcher that for a time can keep his distance to the many tasks back home at CMS. In February of 2012 senior researcher Henrik Ø. Breitenbauch was in Paris collecting data for a forthcoming monograph on international politics in a French context. Furthermore senior researcher Kristina Sjøby Kristensen spent spring of 2012 as a visiting scholar at University of Oxford at the Changing Character of War Programme. Finally, Mikkel Vedby Rasmussen was at Goodenough College in London to finish a book manuscript. CMS has also has visitors. Professor James DerDerian was housed at CMS in 2011, and in 2011-12 Adam Svendsen, a British national researching intelligence, worked at the Centre. In 2013, Professor Christopher Coker (LSE) will stay at the Centre for three weeks.

The fact that we have international staff also helps to establish ties outside Denmark. It is important for us to develop our networks, but we want to avoid a formalistic and institutional focus on how to network.

Publication and Research Quality

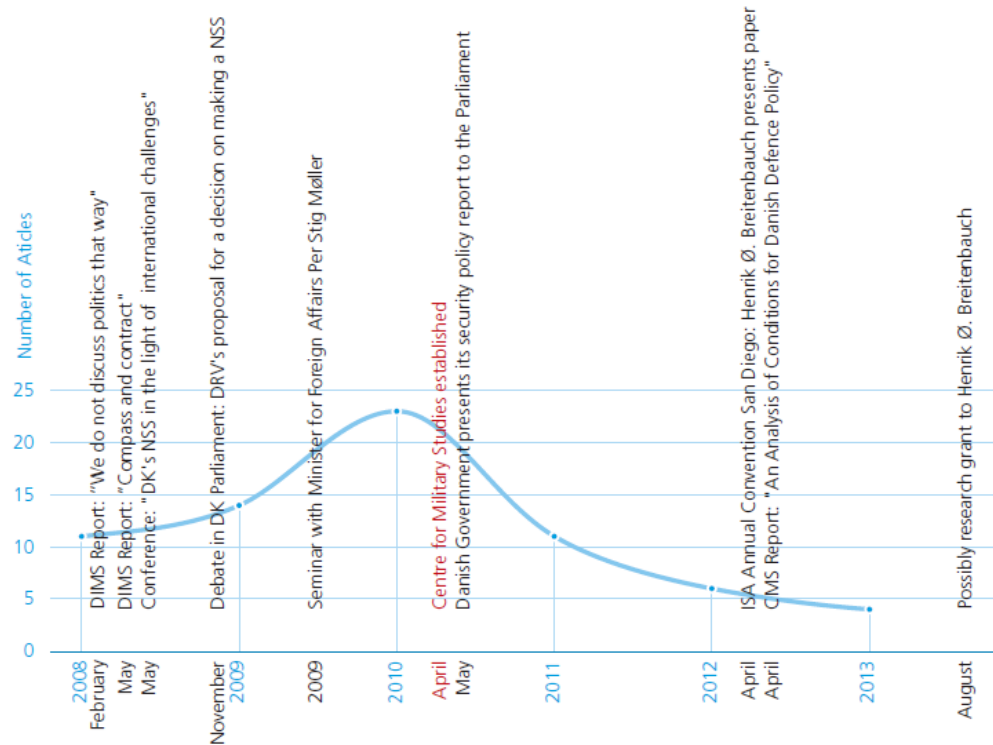
Thirdly, the terms of reference inquires as to whether the Centre's staff have published research and analyses of high quality and developed the field within the four themes.

An important part of the competences of the Centre is that peer-reviewed research and consultancy work is done by the same persons. We find that the concept of innovation and the University as an "Engine of Innovation" is a way to combine these efforts. We also recognize, however, that there is an inherent tension between conducting traditional, university research and engaging in innovation. At best this is a creative tension which enables us to produce new ideas and strong empirical founded research at the same time. At worst the tension between research and consultancy work can result in that neither is being done at the right quality and, over time, the degradation of the overall quality of both. This is a dilemma that is inherent to the work we do, and we find that facing this dilemma is the best way to deal with it.

The greatest pressure is perhaps on the time which individual researchers can use on research. There an understandable tendency that work on projects for the MoD is crowding out research project with less stringent deadlines. This is one reason why we seek to manage project time better, so as to free up time for research. In the long run, this problem will hopefully diminish, but in the short run this can have real consequences for the rate of publication.

Furthermore, we will seek to do research and innovation projects that complement one another. The synergies between research and innovation are real, but they manifest themselves in a deeper understanding of a subject rather than in specific outputs

We seek to develop synergies between research and research-based consultancy. In order to do so we have studied the projects which have had the greatest impact in order to see if we can improve output by better understanding successful workflows.



This figure demonstrates that one can successfully combine research, consultancy and dissemination of knowledge in a process of innovation. The project on national security strategy established an agenda that was not there previously which – on the basis of a DIMS report – led to a debate in Parliament and an annual security review. In time, the project also led to research papers and, finally, to Henrik Breitenbauch securing funding for further research. This process demonstrates that innovation processes have room for consultancy and research, but that it takes a long time for the project to pull together in coherent form. Not every project will fly the way this one did, and we need to be rigorous in identifying high-flying projects and then be able to plan for a long term investment in them. This requires an open dialogue with the MoD on how to set up projects that are long-term and innovative.

In sum, we are satisfied with our current output even if we would like to produce more scholarly work. This is in the pipeline and the statistics for 2013 and 2014 will bear this out. We need to develop our ability to combine innovation and traditional university research.

Dissemination of Knowledge

Finally, the terms of reference deals with the question whether the Centre's staff carry out research based dissemination of knowledge and findings, and teaching. Earlier in the evaluation is shown the amount of quotations of CMS-researchers in the media. This word-cloud shows an example of which topics CMS has been connected to in 2012 in the media. The topics are in Danish but can be summarized as: Piracy, defence costs, Syria,

presidential elections, conscription, drones, Afghanistan, the Arctic, diversity, cyber warfare etc.



As mentioned earlier in the self-evaluation the Centre has produced a wide variety of “products” spanning from publications over seminars and workshops to public lectures and teaching. It is important to emphasize that there is a large degree of dissemination in all of CMS’ products, be it a publication or a lecture. Thus perhaps the most vital role for CMS is to present findings and analyses from the field of defence and security in a useful and understandable way to the public – and in this case the public can be politicians, civil servants, soldiers, journalists, students, etc.

In order to disseminate the knowledge produced by the Centre, CMS to a large extent uses its webpage and social media such as Facebook and twitter. It is a very clear goal for the Centre to further strengthen and develop ways to make its knowledge accessible to the wide public as well as the Centre’s more specialized users.

The researchers at CMS often give lectures to the public, brief politicians and civil servants and are used by the media to convey expert knowledge to the public. The figure below shows a tally of how many times CMS has given lectures, briefings, provided consultancy work and conducted teaching from 2010-2012.

Lectures, briefings, consultancy and teaching by CMS	2010	2011	2012
	16	53	61

The researchers teach at the University of Copenhagen and the Royal Defence College. We attempt to teach courses together to create the greatest synergies between on-going projects and teaching. In 2011, Kristian Sjøby Kristensen was thus responsible for a masters course on Denmark at War which served as the point for departure for a book project by the same title which was published in April 2013. Also, Lars Bangert Struwe has taught a course on Mega Trends in close cooperation with the Royal Danish Defence

College, which included University of Copenhagen students and students from the Defence College. Each year the researchers at the Centre in average supervise approximately ten Master thesis projects (from the University of Copenhagen and the Royal Danish Defence College). Furthermore, the Centre currently supervises three Ph.D. students, and annually host a summer school on Danish defence and security policy for university students and students from the Armed Forces.

Conclusions

The terms of reference for evaluation of the Centre for Military Studies refers to five issues which are to be the focus of attention for the self-evaluation as well as the panel's final report. The five issues are as follows:

1. The Centre's processes and workflows, including cooperation with the client is organized in a way which continuously strengthens and develops the Centre's products and provides synergy between research and research based consultancy.
2. Clients, stakeholders and others involved in the work of the Centre assesses the Centre's products as useful, of high quality and independent.
3. The Centre's staff have published research and analysis of high-quality and developed the field within the four themes.
4. The Centre facilitates knowledge sharing and innovation in its field, including strengthening and developing networks and research cooperation.
5. The Centre's staff carry out research based dissemination of knowledge and findings, and teaching.

This self-evaluation has been an opportunity for us to reflect on what we have achieved and what we would like to achieve in the future. This process of reflection has led us to identify issues which we would like to change and issues which we will have to recognize as an inherent condition for our work and find creative ways to deal with. Most importantly, we find it important to engage in a continuous dialogue amongst ourselves, with the MoD, the politicians and with other interested parties about the performance of our research environment.

A number of conclusions and challenges are arrived at in the context of this self-evaluation and we would like to list them below with reference to the five issues mentioned in the terms of reference.

RE. 1. We need to develop our project management competences further. It is a challenge for the individual employee as well as the Centre to navigate a rather large research and innovation portfolio. We have sought to address this issue by focusing on general project management skills. The fact that employees shift roles as either Team Coordinator, researcher or resource person is a way to utilise competences and resources across projects as well as a way to generate an individual sense of responsibility for the Centre's

ability to achieve its aims. The development of a project manual and the implementation of MS Project are ways to give employees tools to manage the balance between means and ends more effectively. These initiatives need continuous following-up and we will need to expand our competences further. It would also be of considerable interest to develop our competences in doing seminars and using ‘nudging’ and other innovation techniques more directly in our work.

RE. 1. Defining the tasks of the Centre in terms of a long term plan and one year contracts is a good idea and the cooperation with the MoD in establishing priorities has been good. Both sides should be aware, however, that while defining the portfolio in such specific ways is an effective means to negotiate expectations, it can also make it difficult to engage in either new and creative subjects or new and creative outputs. The nature of the negotiations can also make employee involvement in the process difficult and make it hard to change course during the year. Furthermore, we should consider the benefits of doing one-off projects in relation to longer term projects. Some of these problems are inherent to working under contract, but we need to be careful in continuing to develop our products and procedures – and do so in cooperation with the MoD

RE. 1. The Centre benefits from the synergies from strong affiliated research environments at the University of Copenhagen and the Centre’s employees have strong networks in the European and Transatlantic research communities within the Centre’s research topics. In terms of developing the Centre’s products and establishing lasting international institutional networks, the Centre would benefit from experience and expertise directly from stakeholders and research environments with more experience in conducting innovation and research within the Centre’s area. It is interesting in this respect that a large part of the users polled in the user survey find that CMS should strive to become more like international research institutions such as Chatham House (26%), International Institute for Strategic Studies (IISS) (26%), Kings College (24%) and the RAND cooperation (20%). This seems to suggest that our users agree with us that these institutions are a source for inspiration (for more details see the Survey Report).

RE. 2. We embrace the cooperation with the MoD and the Danish Armed Forces. We do not believe that our scholarly independence and the rigour of our analysis depend on holding the Ministry and the Armed Forces at arms length. On the contrary, we believe that by engaging our clients, we make much better and more innovative products at the same time as we better understand their working-conditions and they learn to respect the conditions for our work. This approach takes time and effort on the part of both sides and the conditions for engagement has to be continuous renegotiated. The MoD and the Armed Forces have gradually embraced this relationship and it is CMS’ responsibility to strengthen this relationship. This places a real obligation on the Centre as well as on individual researchers in continuously maintaining and developing networks and the relationship to the clients.

RE. 3. We recognize that there is an inherent tension between conducting traditional, university research and engaging in innovation. At best this is a creative tension which enables us to produce new ideas and strong empirical founded research at the same time. At worst the tension between research and innovation can result in that neither is being done at the right quality and, over time, the degradation of the overall quality of both. This is a dilemma that is inherent to the work we do, and we find that facing this dilemma is the best way to deal with it. In order to avoid the drop in quality and output resulting from research and teaching we will continue to focus on securing external funding for longer breaks to immerse oneself in a particular research topic. Furthermore, we will seek to do research and innovation projects that complement one another. The synergies between research and innovation are real, but they manifest themselves in a deeper understanding of a subject rather than in specific outputs.

RE. 4. While recognizing that the markets on ideas with regards to security and defence policy have strong national biases, we would like to develop a greater presence on the European market for ideas. Our issue area is strongly defined by national agendas; this is also true of the larger European players such as the London-based IISS which might seem more international than they actually are because a large country can set a larger agenda which encompasses a larger international audience than a small country is able to. Having said that there are areas where a small country and Denmark in particular have a unique position which a research Centre like CMS can utilize to create a platform. Smart Defence is currently one such issue; the Arctic is another. Such issues are a calling card which we can use to get access to a larger audience. On Smart Defence we have made an effort to cooperate with NATO's Allied Transformation Command (ACT) and IISS to create international events which was a way to sell our ideas to a larger, international audience. We should continue to identify and utilize such niches.

RE. 5. One challenge is to ensure that the work of the employees at CMS is recognized on its own terms when they are assessed in competition with other university personnel. While the increased focus on publication within the Danish, and indeed European, university sector in the last twenty years obviously has increased quality and output, it has also resulted in a streamlining of career paths. The employees at the Centre have thus some reason to be concerned about how an assessment committee for a higher university position (associate professor or professor) would assess reports, workshops or other outputs of innovation in relation to more traditional output. The University of Copenhagen has recognized this issue in its strategy on how to increase entrepreneurship and innovation at the University.

RE. 5. The type of products which have gained greatest traction are those which combine research and innovation in a number of different outputs. "An Analysis of Conditions for Danish Defence Policy", the work on national security strategy, the Arctic, conscription etc. have been very different products, but they have been done in much the same way. In

terms of output, they are characterized by a great effort to engage with interested parties very broadly defined, they include a written product as well as workshops and conferences. In terms of ideas, they are based on original ideas with a solid basis in a European/Transatlantic discussion which has not quite arrived to Denmark yet, but which addresses important problems in Danish security and defence policy. If we are to create new and better projects, we thus have to focus on such issues and we also have to address the question of whether long, written products are the best way to relay our findings. Reports are anyway only a way to relate findings - the findings themselves would have a much greater volume if written out. We need to carefully consider other ways and less traditionally academic ways of relating findings and engaging target audiences in discussion.

From 2010 to 2013 we have established ourselves as a central actor with regards to Danish security and defence policy. Having achieved that goal we would like to develop that role further with a more international profile. Furthermore, we would like to develop our products in ways that better engage target audiences. We have a natural inclination to produce written material, but other types of products might better get our ideas across. Finally, the development of new markets and new products should be used to further develop our take on strategy and security policy in new theories and hypotheses.