

## Strategy 2015-2020

### Department of Political Science and Public Management



#### Reader's guide

At the Department of Political Science and Public Management we distinguish between two major types of organizational building blocks: *Sections* (sektioner) and *research collectives* (fagmiljøer). We are organized into five sections each led by a Head of Section. Each Head of Section is part of the department's management team.

In some sections all section members are part of the same research collective – i.e. there is a perfect overlap between section and research collective. Other sections hold more than one research collective. Research collectives come in many shapes and forms – for instance as clusters, programs, and projects. Some of these research collectives might be “mature”, strong, and focused; others might still be relatively diffuse and less established. Some research collectives might have members from more than one section or more than one department.

## Strategy, 2015-2020

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At the Department of Political Science and Public Management we have two overarching and interconnected objectives. First, by taking some of society's chief challenges as our starting point we strive to produce original ideas through high-quality and pioneering research. We aim for innovative thinking that provides answers to real world problems. Second, we share the research based ideas and knowledge we produce through high-quality study programs and various knowledge dissemination activities. Innovative ideas are only relevant if communicated; teaching and knowledge dissemination is only useful if rooted in strong research – both are sine qua non. Our value to society is determined by our ability to provide first-rate answers to societal challenges *and* by our ability to transmit those answers.

We are – and have always been – a relatively small but agile and innovative department. Our success and raison d'être are rooted in constant efforts to produce high-quality research and study programs as well as a willingness to adapt to ever changing circumstances. Innovation and focus will make us succeed and thrive in the years to come.

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Towards 2020, our efforts at the departmental level will be guided by two key strategic priorities. We are also guided by other objectives (most of which are formulated at the level of section or research collective), but the following are the most important:

- We will further develop our portfolio of focused and vibrant research collectives that are clearly integrated into our study programs.
  - We will increase the attractiveness of our study programs and improve the match between education and the needs of the labour market.
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## **Where we come from and where we are**

The Department of Political Science and Public Management was established in 1998. Driven by a common vision to set up a vibrant and stimulating academic environment, the 'founding fathers' successfully designed a full study program that was launched the same year. In 2003, the first cohort of students earned their master's degree in Political Science from the University of Southern Denmark.

Since 1998, the department has expanded immensely. In only 15 years, the number of faculty members – including Ph.D.-candidates – has increased from approximately 15 to 80. Concomitantly, the quality and quantity of our research output improved significantly. In 2006, the department successfully merged with the Centre for Journalism adding an important new dimension to our collective research agenda and almost doubling the number of students enrolled at the department's various study programs. Also, two new centres, the Centre for Welfare State Research (2005) and the Center for War Studies (2012) with their associated study programs, were added to the department's portfolio.

Since its creation, the department has achieved success primarily when research agendas were collective, focused, and pointed. From the research program on 'local government and politics' launched in the 1990s to journalism studies, welfare state studies, war studies, and research on political psychology, the most innovative ideas were predominantly conceived by strong research collectives.

## **Where are we heading?**

The strategic priorities proposed by the department strategy are based on the premise that, despite the successes of the last decades, we are now being challenged from many directions. Our budget is not likely to increase for the foreseeable future, within some study programs we are losing a significant number of students to other universities, competition in the academic marketplace of ideas is becoming more and more fierce as is the struggle for external funding, and there are clear indications that our political principals will challenge us to raise both the quality and the relevance of our study programs.

Thus, the years of substantial growth have almost certainly come to an end and we must adjust our strategic thinking to new circumstances while at the same time keeping our eyes fixed on the department's overarching objectives and core mission.

We will do so 1) by giving priority to the formation of vibrant and focused research collectives working on coherent research agendas, and 2) by increasing the attractiveness of our study programs and improving the match between education and the needs of the labour market.

We give priority to the formation of vibrant and focused research collectives for three major reasons:

- First, high-impact, ground-breaking scholarship is increasingly conceived by research collectives rather than individual scholars working alone. More and more often, new perspectives and innovative research are the products of collective endeavours.

- Second, the possibility of establishing new research collectives offers an incentive to researchers to continually develop their own research, while engaging closely with other colleagues within the same section or in other sections.
- Third, while the department has grown significantly over the last one-and-a-half decades, we are still comparatively small. Being small calls for prioritization, focus, and the identification of niches. We can and will not do research within every sub-discipline – but we will aim for very high-quality research in the niches we give priority to.

Apart from these three major reasons, our own history testifies to the benefits of focusing, prioritizing, and offering dynamic researchers and research collectives the chance to develop new areas of research.

Developing a dynamic portfolio of research collectives requires flexibility and departmental support for promising initiatives. Our portfolio must always be open to new high-potential initiatives.

We give priority to more attractive study programs and a better match between education and labour market demands for one major reason: The department's economy will increasingly be determined by our ability to attract and retain students at both our full time study programs and at our professional master's programs. As competition for students is likely to intensify over the next years, we must adapt now and ensure that our study programs are attractive to students and, relatedly, that our students are attractive to the labour market.

In sum, over the last couple of decades the department has been highly successful in setting up study programs, generating high-quality research, attracting external funding, and in being relevant to society. Growth has been *the* major theme in our recent organizational history. In the years to come, consolidation will be the major theme. To adapt to new challenges, we must focus our research and develop a larger but dynamic portfolio of research collectives and make our study programs more attractive.

## **Research organization: A portfolio of vibrant and focused research collectives**

A portfolio of vibrant and focused research collectives is the key enabler of continuously stronger research output at the departmental level. Vibrant and focused research collectives generate innovative research agendas, attract external funding, create a 'scholarly home' for junior faculty members (through research feedback, supervision, career planning and advice, and social integration), and advance the development of study programs.

### **Aims**

- By 2020, the department's sections manage research and teaching planning as well as the sections' overall research strategies. A portfolio of vibrant and focused research collectives has formed dynamically within or across the sections.
- By 2020, at least two of the research collectives will be internationally leading within their respective research fields.
- All researchers must be members of a section, and an increasing number of researchers should be integrated into research collectives.
- In the years leading up to 2020, a higher percentage of our books and articles will be published in leading/important journals and with leading/important publishing houses.
- By 2020, an increased number of grant applications will emerge from projects involving two or more researchers from the department. All sections must have clear ambitions and plans for generating grant applications.
- By 2020, vibrant and focused research collectives must have a clear public profile and research brand that facilitates the dissemination of knowledge.

### **Actions**

- We will facilitate and secure the creation of a portfolio of vibrant and focused research collectives by making support for dynamic and high-potential research collectives an explicit criteria (among others) when allocating resources (posts, co-funding, administrative support, etc.).
- When recruiting, we will do so on the basis of a pro-active recruitment policy aiming to identify talented scholars with research profiles that match our overall aim of establishing a portfolio of vibrant and focused research collectives.
- Heads of Sections must, in collaboration with section members, establish processes that ensure an internal review of manuscripts for external submission as well as research grant application reviews and feedback.

- Heads of Sections must encourage section researchers to engage the section strategy and aim high in their individual research plans.
- Heads of Sections conduct annual appraisal talks with all section members. The Head of Department conducts annual appraisal talks with all Heads of Sections.
- The department will allocate administrative resources to support the sections and research collectives when arranging public events, conferences, and outreach.
- By the end of 2016, all Heads of Sections and faculty members heading mature research collectives must have concluded – or be enrolled in – a research management course/leadership training program.

## **Education: Relevant and attractive study programs**

Our study programs are important for two major reasons: We have a societal obligation to provide high quality and research based education within our fields of expertise. At the same time, the department is economically dependent on the revenue that the study programs generate. Without this income there would be no department. Due to exactly these reasons our study programs must be relevant to specific labour markets, have the highest possible academic and pedagogical level, *and* be economically viable.

In 2015 the department professionalized its study program management in order to improve administrative quality and enable strategic leadership of educational activities. The department strategy reflects this renewed focus on teaching and the study programs at the departmental level. Our portfolio of study programs includes broad core programs as well as specialized programs. At our three core bachelor programs we graduate political scientists, journalists, and general social science bachelors. These programs are mirrored at the master's level. In addition, we have three specialized international programs, Bachelor in European Studies, Master of International Security and Law (MOISL) and Master of Comparative Public Policy and Welfare Studies, and two specialized professional master programs in public management, Master of Public Management (MPM) and Master of Public Governance (FMOL). Each of the specialized programs is solidly rooted in one of the department's sections/research collectives.

It is a key strategic priority to further improve the academic, pedagogic, and economic viability of our study programs and to improve the match between our programs and societal needs of research based education within our field of expertise. We define a set of overall aims and corresponding actions below. Our programs are rather different in content and they have value for various groups in society. Thus, we outline program specific aims and actions in the education section below.

### **Aims**

- Our study programs must attract more qualified applicants.
- Our study programs must be solidly research based.
- Our study programs must be coherent and have clear progression.
- Our study programs must be clearly relevant to the labour market.
- Our staff must systematically improve courses and didactics.
- Our students must be engaged in the study environment and the development of programs.

### **Actions**

- We will devote time for the Vice Head of Department for Education to share information of relevance to the study programs at every ordinary meeting in the management group (spring 2016).
- We will introduce an annual 'Teachers' Day' at the department level. This day includes two elements; a session in which relevant overall teaching related issues are discussed and a session in which participants learn about and/or discuss a selected pedagogical theme (fall 2016).
- We will introduce semester meetings at the program level. Meetings will be mandatory for everybody who teaches at the specific program in the upcoming semester (fall 2016).
- We will encourage tenured teachers to participate in courses and conferences about higher education teaching and pedagogy (fall 2016).
- We will develop incentives for individual employees to invest time and thoughts in developing courses and teaching formats (spring 2017).
- It will be mandatory for all tenured teachers to have updated teaching portfolios in their web profile, and teaching portfolios will be discussed in the annual appraisal talk (fall 2017).
- We develop a format for systematic peer-supervision ensuring collegial feedback on teaching (fall 2017).
- We will include advisory boards and students in the development of curricula (recurrently).
- We will further develop strategic collaboration with the relevant labour market actors and educational institutions (recurrently).



## **Educational strategies – program specific aims and actions**

### ***Journalism (bachelor and master)***

#### **Aims**

- We must increase the number of students that complete a master's degree in journalism.
- We must develop evidence-based teaching in all study programs.
- We must facilitate our students' transition to work life.

#### **Actions**

- We will develop the bachelor and master programme in order to ensure progression (fall 2016).
- We will further integrate research in practice-oriented courses and likewise become better at integrating examples, cases etc. from journalism practice in the research-based courses (recurrently).
- We will develop teaching-based research projects, where students get first-hand experience with research and at the same time help develop and carry out new research projects (???).
- We will develop the J-lab program, where students can experiment with news means and methods for doing journalism both during and after their studies (???).
- We will develop wikis and other digitally based tools about journalistic means, methods and techniques – for internal use (???).
- We will develop partnerships with key gatekeepers in the admittance process ('højskoler', 'gymnasier' etc.), in the process towards ensuring internships for our students during the time of their study, and in the process towards ensuring students jobs after the conclusion of their study (???).
- We will assess the economic incentives to offer various types of continued education (e.g. individual courses versus courses at work-place) (spring 2016).
- We will develop and further extend the existing talent program for master's students (spring 2017).

## ***Political Science and Social Science (bachelor and master)***

### **Aims**

- The proportion of first priority applicants for the bachelor's programs must be increased by 50% (spring 2018).
- The master's programs must enrol 75 students (55 in Political Science and 20 in Social Science) (spring 2018).
- The first-year dropout rate at the bachelor's programs must be reduced by 50% (spring 2018).
- The first-year dropout rate at the master's programs must be reduced by 50% (spring 2018).
- The average master student is delayed no more than three months (spring 2018).

### **Actions**

- We will enrol 50% of the bachelor students via UniTest and multiple mini interviews (fully implemented by fall 2017).
- We will open the Political Science master program for admission of bachelor's in other social sciences than political science (fall 2015).
- We will revise the section on competences in the curriculum in collaboration with students and the Advisory Board (fall 2016).
- We will develop a number of tracks or subject packages at the Political Science master's program – specifically (fall 2016).
- We will explore the possibility for developing a specific high school teacher identity for the Social Science programs (fall 2016/spring 2017).
- We will introduce co-taught elective courses (taught by a DVIP + a faculty member/VIP) in order to apply concepts, theories, and methods to real world settings (fall 2016).
- We will analyse the possibility of introducing 30 ECTS credits for internships at the master's level without jeopardizing the scientific level of the programs (fall 2016).
- We will develop and further extend the existing talent program for master's students (spring 2017).

## ***Master of Comparative Public Policy and Welfare Studies***

### **Aims**

- The program must attract significantly more students – the goal is enrolment of 40 students (spring 2019).
- We must improve of the labour market relevance of the program (fall 2016).
- We must institutionalize internationalization of the program (spring 2017).

### **Actions**

- We will develop and execute a marketing plan (fall 2016).
- We will execute a program evaluation with a special focus on the experiences of the first cohort of graduates and their labour market experiences (spring 2016).
- We will establish alumni networks in the academic and the policymaking community (spring 2017).
- We will develop the relation with potential employers (fall 2016).
- We will initiate career talks with students (spring 2016).
- We will establish cooperation and at least three exchange programs with relevant programs (spring 2017).

## ***Master of International Security and Law***

### **Aims**

- We must improve the match between enrolled applicants and the program (spring 2016).
- The program must be shaped by cutting-edge research and contemporary trends in international security and law (recurrently).
- The program must be a truly multi-disciplinary program (recurrently).

### **Actions**

- We will execute a program evaluation with a special focus on the experiences of the first cohort of graduates and their labour market experiences (spring 2016).
- We will develop metrics for measuring applicant qualifications (spring 2016).
- We will explore the possibility to implement web-based admission (fall 2016).
- We will evaluate the entire course package on an annual basis and consider ties to our research and major international trends (fall 2016).
- We will further develop case-based teaching to show students the relevance of multiple perspectives (recurrently).
- We will further develop the simulation game as a collective activity across courses (spring 2016).

## ***Master of Public Governance (Fleksibel Master i Offentlig Ledelse)***

### **Aims**

- Elective courses must be based on high quality research.
- The program must be known as a program solidly based on scientific results and research.
- The program must be professionally organized and help students focus on learning.
- The program must be economically viable.

### **Actions**

- We will establish procedures for teachers' work with the quality of the courses and the entire program.
- We will invest more time introducing the program to students.
- We will develop guidelines for students helping them select relevant and coherent electives.
- We will publish teaching plans on the web.
- We will use student evaluations more proactively.
- We will use teachers as ambassadors who communicate the program's relevance to public managers.
- We will infuse external communication with our mission ('why do we do it').
- We will increase the price per ECTS.

## ***Master of Public Management***

### **Aims**

- We must increase the number of applicants (2015-2017).
- We must brand the program as an elitist and prestigious program designed for municipal and institution leaders at higher echelons (2017-2020).
- The program must develop its own strategy outside of the SDU master program umbrella.

### **Actions**

- We will re-design PR material and the web site. It must be exclusive and express our new management *and* leadership philosophy.
- We will engage in targeted marketing of the program (and identify specific target groups).
- We will make use of alumni in the role as ambassadors and thus they must be provided with information and PR materials about the new program philosophy.
- We will utilize all possible venues and events to market the new philosophy.
- We will gather all affiliated teachers to re-think and develop the portfolio of courses/products and didactics – and to develop a collective sense of ownership of and loyalty to the program.
- We will reshuffle the program's Advisory Board (approx. half of the members will be replaced).

**Section Strategies 2015-2020**

**Department of Political Science and Public Management**



UNIVERSITY OF  
SOUTHERN DENMARK

## **Centre for Border Region Studies (CBRS)**

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CBRS is a regionally based and internationally oriented cross-faculty research centre. The Centre was formerly known as the Institute of Border Region Studies (IFG), which focused almost exclusively on the Danish-German border region and the German national minority in Denmark. The research at CBRS has since expanded to include historic and contemporary aspects of European borders and border regions more generally. Anchored in an interdisciplinary tradition, the Centre brings together a broad range of scholars to promote a relational approach to border regions, in which borderlands are intimately interconnected with the state through a variety of cultural, economic, and governance networks.

The competencies and interests of our researchers can be defined within four areas:

- Conflicts in border regions and cross-border contacts.
- Border(region)s and central states.
- Border(region)s and the EU.
- Minorities in border regions.

### **Where are we now?**

Border Region Studies has recently merged with the Department of Political Science and Public Administration and is at the beginning of a process of re-organisation and profiling. The success of our new Centre will be built on the foundation of our established international networks and academic expertise, combined with the continual development of common aims and research within the wider Department to strengthen the international position of the research group.

### **Where we want to go**

Our goal is to be a research centre of excellence within the international and interdisciplinary field of Border Studies. We furthermore aim to develop our unique combination of regional research in Schleswig and the international orientation of border and European studies that has characterized the research group so far. We want to strengthen the awareness of border region issues in both scientific work and the public debate on a regional and national level.

The geographical location of the centre will help us to remain a regionally anchored institution dealing with regional themes and problems. But we also plan to continue to strengthen our international networking activities, with the goal of being a prominent partner and participant in funded international research projects. In order to accomplish this we will develop a strong research collective characterized by an intensive exchange of ideas and cooperation on common projects. Priority will be given to the integration of border region studies within the framework of the Department, and to push cooperation and knowledge exchange in the region.



**Overall goals of the Centre for Border Region Studies are:**

- To be an internationally recognized border region research unit
- To establish further cooperation with leading scholars and institutions in the field
- To produce interdisciplinary and monodisciplinary research at the highest level
- To offer an attractive high quality English taught program in Sønderborg
- To maintain a prominent position in the knowledge exchange in the region of Schleswig/Sønderjylland

***Research and publication***

**Aims**

- To develop a focused research collective within the Department of Political Science and Public Administration
- To consolidate our position in the field of border studies
- To continue to develop academic relationships with high profile scholars and build international networks
- To cooperate with strong international partners to apply for more national and international funding
- To participate actively at international conferences in border region studies
- To increase the number of publications in leading journals and publishing houses
- To encourage the publication of monographs and anthologies on border region issues written for the broader public
- To foster new Ph.D. positions and promote Ph.D. students in Border Region Studies

**Actions**

- We will have a monthly research seminar to develop a culture of conceptual discussion, exchange, and to facilitate the development of joint projects

- We will organize an annual workshop on a border related issue with the participation of advisory board and attached scholars
- We will organize workshops on questions of joint interest between the departments of political science and history to create a forum of contact and inspiration
- We will increase the level of cooperation and formalize existing connections through the exchange of research and teaching
- We will have a visiting professor (H.C. Andersen)
- We will make a bid to host the secretariat of the Association for Borderland Studies in 2017
- We will play an active role in at least five international applications every year with the goal to be the leading partner in at least one of them
- We should publish three BFI level-2 and no fewer than four BFI level-1 journal articles/chapters per year
- We will enlarge the number of annual joint publications
- We will continuously have at least one Ph.D. student at the centre

### ***Education***

- To develop an internationally unique and highly competitive European Studies bachelor programme dedicated to themes relevant in the social sciences
- To develop a stronger nexus between border region and European studies in research and teaching
- To integrate our competencies into study programmes at the department/faculty

### ***Knowledge Exchange***

- Further deepening of the strong links to other regional institutions and partners
- Organize conferences and workshops with a regional focus in cooperation with our partners on both sides of the Danish/German border
- Increase our impact on the public debate on border and regional issues through the development of a media strategy

### **Actions**

- A biannual conference on minority issues in cooperation with the German minority (Bund Deutscher Nordschleswiger) and other relevant institutions in the region
- A media strategy including websites and a presence in digital media
- The continuation of the journal PLUK as an important contribution to knowledge exchange on a local and regional level.

## Centre for Journalism

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Aims and adjacent actions for the Centre for Journalism are in the following divided into three sections: research, knowledge dissemination, and teaching. Even if both aims and actions partly overlap.

### **Research**

#### **Aims**

- Strengthen position as one of the world's leading journalism research institutions.
- Become one of the faculty's 'excellence groups'.
- Increase the reach and relevance of journalism research in all study programs, including continued education, and knowledge dissemination.
- Contribute to a research-based understanding of problems and potentials in society and the media industry.

#### **Actions**

- Continue a strong publication record within the field of journalism studies.
- Develop strong publication records within adjacent fields (political science, communication studies, linguistics etc.).
- Pursue a more pro-active recruitment strategy at both the junior and senior levels.
- Continue integrative cooperation between journalism researchers – and develop closer cooperation with journalistic lecturers (research meetings, evidence-based journalism, collaborative research projects etc.).
- Strengthen cooperation with relevant research institutions and involvement in research organizations, nationally, and internationally.
- Strengthen external research funding (from public and private foundations, nationally as well as internationally).
- Further integrate research and researchers into study programs, continued education and other types of knowledge dissemination.
- Develop teaching-based research projects that give students first-hand experience with research

and help them to develop new research projects.

### ***Knowledge exchange***

#### **Aims**

- Help the news media (owners, editors, employees etc.) provide a more research-based understanding of current problems and potentials.
- Concentrate and focus knowledge exchange on economically viable dissemination projects and programs.
- Inform the public about significant research results that may have an effect on democratic citizenship.

#### **Actions**

- Develop partnership with institutions and individuals that can strengthen knowledge dissemination among people outside newsrooms.
- Assess the economic incentives to offer various types of continued education (e.g. individual courses versus courses at work-place).
- Develop new platforms for the dissemination of research to the industry (yearly conference, web-based monthly journal, robots etc.).
- Rewrite most relevant journal-articles, books etc. and have them published in daily's as 'letters to the editor', 'analysis' etc.

### ***Teaching***

#### **Aims**

- Increase the number of students that complete a master's degree in journalism.
- Develop evidence-based teaching in all study programs.
- Facilitate our students' transition to work life.

#### **Actions**

- Develop a more coherent five-year journalism program.

- Analyse the needs of the news media and prospective students, when it comes to developing a five-year program in journalism.
- Further integrate research in practice-oriented courses and likewise become better at integrating examples, cases etc., from journalism practice in the research-based courses.
- Develop teaching-based research projects where students get first-hand experience with research and at the same time help develop and carry out new research projects.
- Develop the J-lab program, where students can experiment with news means and methods for doing journalism both during and after their studies.
- Develop wikis and other digitally based tools about journalistic means, methods, and techniques – for internal use.
- Develop partnerships with key gatekeepers in the admittance process ('højskoler', 'gymnasier' etc.), in the process towards ensuring internships for our students during the time of their study, and in the process towards ensuring students jobs after the conclusion of their study.
- Assess the economic incentives to offer various types of continued education (e.g. individual courses versus courses at work-place).
- Develop and further extend the existing talent program for master students.

## Centre for Welfare State Research

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### The overall goals of the Centre for Welfare State Research (CWSR) are:

- To produce inter-disciplinary and mono-disciplinary research at the highest level.
- To be nationally and internationally highly recognized for top-class scholarship on various aspects of and approaches to social and public policy (theoretically and methodologically).
- To offer an intellectually stimulating and socially well-functioning workplace.
- To offer an internationally recognized master's program of high quality.
- To cooperate with internationally leading scholars and institutions.
- To cooperate with non-university partners in the fields of dissemination and communication.

### Where we are now

CWSR has over its 10 years of existence placed itself as one of the leading European research groups in the field of comparative welfare research. Over the last years we've successfully implemented a generational transition and are now in the phase of consolidation with a young and highly international research group. CWSR is first and foremost a *research*-group but we recognize the importance of the teaching programs and the ambition of societal relevance.

### Where we want to go

In general terms, we now want to realize the full potential of being a well-established but also very young and dynamic research group, aiming to strongly influence academic debates and theoretical development across a wide array of social policy approaches and sub-disciplines. Consolidation is a precondition for continued success but our ambitions go beyond that.

For the next five years we will continue to realize the goals set (see above), but also to improve when it comes to:

### ***Publications***

- To continue to be highly visible in leading social policy journals;
- To publish also in top-5 disciplinary journals (goal: 2 publications by 2018, action: more targeted publication strategy, short-list of target journals);

- To publish books with the top-publishers in our field (based on a list of most important publishers; goal: 2 by 2018);
- To continue to have a steady improvement measured by citations and impact.

### ***Research infrastructure***

- Be able to (continue to) attract third party funding (our goal is in 5-8 years to host a CEO, ERC-grant or similar, action: funding strategy and division of labour);
- Establish an internationally oriented Working Papers series with contributions from top-scholars in the field (goal: 4-5 WP annually; action: establish editorial board, establish list of associates);
- Contribute to international research training activities (goal: an annual international workshop, summer school or similar).

### ***International recognition***

- To establish formal cooperation with leading research centres (goal: 3 agreements of cooperation signed by 2017, action: prioritized list);
- Participation in research projects with the top-10 research groups in Europe (based on our own shortlist of preferred partners, action: more international funding strategy);
- Play an active and visible role in the major international conferences in the field (goal: 3 sessions (co)organized annually; action: plan, division of labour);
- Consolidate and continue to improve cooperation with leading international scholars (including co-authorships);
- Continue to attract a high number of guest researchers to CWRS, including leading scholars in the field (goal: 4-5 visiting scholars annually).

### ***A vibrant and stimulating section to work in***

- Continue to focus on our ability to attract top-quality junior scholars and offer them conditions to realize their potential (action: more emphasis on research plans and supervision);
- Continue to have a positive atmosphere allowing for critical dialogue, curiosity and innovation across methodological approaches, disciplines and generations (action: better cross-disciplinary cooperation, more focus on internal seminars and cooperation);
- Freedom of research at all levels;



- Continuously develop a flexible and innovative research agenda at CWSR securing synergies between project and researchers (action: division of labour, more focus on internal seminars and cooperation).

***Relevance for society***

- Increased contribution to national and international social policy debates (action: develop new media strategy for the Centre in 2015, cooperation with Faculty media and Academy for Social Economic Change);
- Increase cooperation with and dissemination toward policy makers and practitioners both in Denmark, internationally and supra-nationally (goal: (co)host 2 annual events);
- Develop a new branding strategy for the Centre focusing on visibility in research and society.

## **International Politics Section**

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### **Vision – the long-term horizon, based on societal needs and academic trends:**

To become a leading European academic centre for war studies. This entails in particular an ambition to research the issues of war, order, and justice, and to do so within a framework of interdisciplinarity, synergy, and policy relevance and impact. Within this framework we will liken ourselves on a relative scale to King's College London, Department of War Studies, which we consider to be a role model. Put differently, the ambition is to distinguish ourselves from the Scandinavian peace research tradition and orient ourselves toward the interdisciplinary study of war and conflict.

The war studies vision for the IR section is thus:

- To develop *academic excellence* in the study of war and conflict;
- To develop a *strong policy of relevance and impact* in cooperation with select partners;
- To *maintain and deepen MOISL* as a war studies-related educational program.

This is a vision of choice. It privileges academic research excellence and gives research priority relative to other tasks. Broad dissemination is less emphasized. Policy networking and impact are emphasized as tools of relevance and as means to build academic excellence in so far as networking and impact help scholars build research agendas. The MOISL educational program is already a success. We wish to maintain this success and deepen it selectively by attracting a student body of even higher quality.

### **Goals – concrete and realizable medium-term headlines:**

The following goals are to be attained within 2-3 years and sustained hereafter.

#### ***Research***

- We should publish four BFI level-2 journal articles per year and no fewer than three BFI level-1 journal articles/chapters per year;
- We should publish both monographs and anthologies on a regular basis – and as a rule of thumb one level-2 monograph every four years and two anthologies or special issues every four years.
- We should undertake a significant research activity (publications, grant proposal, conference or workshop) involving strategic institutional partners (identified in the section's mission statement) every year;
- We should be granted external funding for a Ph.D. within a three-year framework; also, every three years the section must have submitted a minimum of ten grant applications;

- To enhance synergy in the section at least eight of the publications (journal articles, chapters, or books) or grant applications should, in a four-year framework, be co-authored by members of the section.

### ***Relevance and impact***

- We aim to establish an academic program for policy-makers and policy staffers that is select and of high quality: a one-week training program with top-level input from SDU and international experts. A feasibility study should be carried out in 2015-2016, enabling a decision by the summer of 2016.
- We will develop a select network of experts (policy-makers, analysts, diplomats etc.) who will contribute to our teaching and public events. This network should be official (title, business cards, etc.). Membership will evolve but should be between three and eight experts. The network should be fully established by 2017.
- We will run Chatham House-style meetings with policy-makers and policy staffers. We should run one such meeting per year.
- We (the IR section) should (help) develop an annual CWS signature event at SDU and (help) maintain an active CWS web presence.

### ***Education***

- We should maintain the MOISL intake (app. 85 students per year) while increasing the quality of the intake. We must develop metrics for measuring this. The ambition is to improve the score every year in a five-year period and then take stock. However, this effort will follow from and build on the MOISL evaluation of 2015-2016.
- In parallel, we should maintain IR interest in the political science program and specifically always have core researchers teach the introductory BA-level class. Moreover, we will strive to offer at least one research-related MA-level course per semester that is not part of the MOISL program.
- Once a year we should evaluate our total course package to consider ties to both our research and major international trends.

### **Means and Management – how to achieve goals:**

#### ***Strategic use of group assets***

- The CWS part-time professor will steer an internal review process to generate publications – with the principle that no manuscript should be submitted without having been reviewed internally; and be involved in the building of a CWS network;

- IR Section Mission Statement review every six months, involving individual publication plans;
- IR Section budget to support these activities;
- CWS research plans and events will systematically be integrated into our thinking; and we will make strategic use of funds granted by CWS departments to War Studies activities.

### ***Recruitment and Career Development***

- Academic excellence emerges from academic freedom and institutional opportunities: this is our culture and starting point for career development talks.
- Senior members of the section form a search committee in cases of recruitment.
- Senior members of the section form a post-doc committee to guide and help, as appropriate, internal Ph.D.'s who have post-doc/research career ambitions.

Finally, the goals embedded in this strategy reflect a full use of all current resources available to the section. Unforeseen developments in terms of new tasks and resource drains will impact negatively on the section's performance. The section remains committed to making the most of its available resources.

## **Public Administration Section**

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The aim of the Public Administration section is to improve management and organization in the public sector. The section comprises several researchers focusing on Public management and leadership, Economy, Organization, Innovation, Personnel policy and Ethics in public organizations.

Over a relatively short period of time members of the Section for Public Administration have moved from a predominantly nationally oriented research agenda to a more internationally oriented agenda. The section aims to continue this shift in focus.

The section also aims over the next 3-5 years to strengthen our already high quality research by developing coherent, integrative and collective research collectives characterized by academic excellence within the above mentioned research themes. The research collectives should work to attract funding from national and/or international funding institutions.

Academic excellence and research of the highest quality are central for delivering teaching of equally high quality, in the variety of courses and programs for which the section is responsible. These range from courses at the day-studies in Political Science and Journalism to the full operation of two professional Master programs (MPM and FMOL). The section aims to continuously deliver research based teaching of the highest quality to all these programs.

Academic excellence is furthermore a pre-condition for remaining relevant for society. Members of the group are committed to disseminate to, interact and communicate with societal and governmental actors. This may involve publishing in popular and broadly distributed outlets and/or organizing and participating in popular seminars and hearings.

In sum; within the next 3-5 years the Section for Public Administration will work to achieve the following goals:

### ***Research***

#### *Aims*

- Establish one or more integrative research collectives led by senior researchers and with 2-4 other researchers working together on specific topics or projects
- Attract funding for larger integrative research projects from national and/or international funding institutions
- Report our research in the leading and most relevant journals in the field

#### *Actions*

- We will continue to strengthen our international publication strategy, by publishing in leading public administration and political science journals

- We should also publish both monographies and anthologies to disseminate to the relevant national and international public leaders and other audiences.
- We will establish a base for collaboration among the members of the section to attract funding, and develop integrative research projects.
- We will work to attract external funding through individual research applications and 2-3 larger integrative research applications within the next 3-5 years.

### ***Relevance and Impact***

#### *Aims*

- Communicate our research and knowledge to society to an even greater extent than today.

#### *Actions*

- We will strive to publish popular and broadly distributed feature or debate articles every time we have a peer-reviewed article or book accepted for publication.
- We will continue to participate in the public debates on public administration by giving speeches, participating in popular seminars and hearings etc.

### ***Education***

- Train younger researchers at the Ph.D. and post doc level.
- Transmit research into teaching by offering elective courses associated with the research projects in the section.
- Develop and streamline courses at Political science and the professional master programs

#### *Actions*

- We should maintain the high quality of our teaching and the great demand on our courses and supervision in Political Science, Journalism and our two professional Master programs (MPM and FMOL).
- We will collaborate on and discuss the development of the sections' key courses (for example Public Administration, Organizational theory, Method 1,2 and 3) in the group meetings to secure coherent courses of high quality.

## **The secretariat**

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Research, teaching and knowledge dissemination constitute the core mission at the Department of Political Science and Public Management. Realizing the mission, however, is not possible without strong and efficient administrative support.

*The key objective of the secretariat is therefore to develop and strengthen our organization and portfolio of tasks in order to support and ensure that the department is able to meet its core mission.*

As previous times' economic and organizational growth has been replaced by budgetary reductions and growing demands for a sustainable economy, a precondition for the secretariat's justification is that our organization is efficient and cost-effective, and that our staff works to ensure the continued development and consolidation of a cost-effective department in general.

### **Goals**

With the above key objective and preconditions in mind, the secretariat sets out the following strategic goals for 2015-2020:

- We will prioritize administrative tasks supporting the department's core mission.
- We will work to ensure equal and transparent services and support at department, section, and education level.
- We will improve the support for external funding and heighten the visibility of department and faculty services in relation to external funding.
- We will support the department management in acquiring a better insight and overview of the economy at department, section, and education level.
- We will ensure a better and more cost-effective utilization of student assistants at the secretariat as well as at the department in general.
- The secretarial staff will ensure a high degree of willingness to adapt to organizational change and demands.
- We will maintain a good working environment in the group and, at the same time, contribute to a good working environment at the department in general.

### **Actions**

In order to achieve the above goals, we will take the following actions in 2015-2020:

- Conduct a user satisfaction survey (September 2015) and use the survey results constructively to implement the strategy.
- We will increase the visibility of secretarial support to activities at department, section, and education level by:
  - updating the list of secretarial staff services and division of labor once every semester and circulate it with every department newsletter;
  - making a generic list of project management services provided by the secretariat (spring 2016);
  - making a list of translation and editing services provided by the secretariat (fall 2015);
  - conducting coordination talks with the heads of sections and heads of studies every semester in order to define demands for secretarial support;
  - continually developing the department staff manual and boost its visibility towards the department staff.
- Designate a conference/seminar coordinator to keep track of all tasks and activities related to major academic events at the department (September 2015).
- Develop a roadmap/check list for major academic events at the department (spring 2016).
- Invite a relevant person from Research Support to one section meeting each semester to present the services in relation to external funding.
- Work on developing and improving the budget reports provided for externally funded research projects (spring 2016).
- Support the study management team in developing useful and transparent financial analyses of the department's study programs.
- Increase the number of specialized accounts and generate more itemized budgets and accounts in order to improve the department management's overview of expenses at department, section and education level (fall 2015).
- Supply heads of sections with annual budget and expense overviews for their own section (spring 2016).
- Differentiate between student assistants' tasks and, consequently, differentiate their salaries (spring 2016).



- Maintain short weekly secretarial meetings for coordination, sharing of information, and the sustainment of a sense of community in the group.
- Strive to have each secretarial staff member participate in relevant continuing education or training at least once every second year.
- Prioritize the secretariat's role in supporting a good working environment at the department.