

**Evaluation of the research
of the National Museum of Denmark
1995-2004**

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1. Introduction and summary of the Panel's assessments

1.1 Introduction

This report presents the outcome of the evaluation of the research 1995-2004 of the National Museum of Denmark, carried out September-December 2005 by an international evaluation panel. The evaluation was initiated on basis of the *Performance Contract 2004-2007 between the Ministry of Cultural Affairs and the National Museum*.

The conclusions of the Evaluation Panel are summarised in chapter 1. After description of the procedure of the evaluation in chapter 2, a brief presentation of the National Museum and its activities is given in chapter 3. Chapter 4 reports on the information, viewpoints and expectations conveyed to the Evaluation Panel during its meetings 12-13 October 2005 with the board of directors and the different other groups of the Museum employees, who are related to research activities.

Chapter 5 presents the Panel's assessments and recommendations concerning the research of the Museum. These are structured in compliance with the six issues indicated in the Terms of Reference for the evaluation. Section 5.3 includes the Panel's assessments and recommendations as regards the ten research areas of the Museum and the organisational entities involved in research.

Six annexes are attached to the report, including the Terms of Reference for the evaluation, list of background documents and other annexes relevant to the evaluation process. The annexes also include a lexicon with Danish texts translated by the Panel and Danish terms used in the report.

1.2 Overall conclusions – summary of the Panel's assessments and recommendations

Overall, the Panel concludes that during the evaluation period the National Museum of Denmark has conducted extensive and diverse research of high quality, some of which is world-class. The research has been, and is, highly relevant for the Museum's successful fulfilling of its obligations, and coherently connected to the other four main obligations of the Museum (collection, registration, conservation and dissemination of information).

The National Museum holds vast collections of Danish cultural heritage as well as of heritage from the other Nordic countries and other parts of the world, and the Museum has understood to make use of this unique potential, not least due to the performed research. It is recognised as an attractive collaboration partner for museums and researchers in Denmark as well as worldwide, and its activities and services are of high value nationally and internationally.

In fact, the National Museum of Denmark is unique in Scandinavia. No other Scandinavian museum has such old and varied collections containing numerous very fine and rare objects. In fact, the museum infrastructure in the other two Scandinavian countries is very different containing no monolithic institutions comparable to the National Museum of Denmark.

In Norway there are four university museums, a number of cultural history museums and several specialized museums. As regards research the Danish National Museum is clearly ahead of the Norwegian cultural history museums. On the other hand, the Norwegian university museums have several Ph.D. students and close connections to their university sister institutes.

In Sweden the wide-ranging field of cultural history, which in Denmark is covered by the National Museum, is represented by nine different museums in Stockholm, as well as part of a state body and university departments in different parts of Sweden. Research at the Swedish museums has generally not been prioritised in the last decade, but there is now a new interest in museum research, reflected by establishment of a Ph.D. school for museum-related topics and announcement in 2006 of 15 Post Doc positions in central museums, libraries and archives in Stockholm.

Also in a European context the National Museum of Denmark can be characterised as unique. In several other countries, including e.g. Belgium and The Netherlands, there are no national museums which are comparable to it. The size and diversity of the collections combined with the attached research makes the Museum of same nature as European museums like The British Museum in London.

The international character of the total collection and the attached work is important to current debates on cultural identities, since decisions on the future development of the society need to be based on national as well as international relations.

Economy

In the later years the Museum has suffered from reductions in the appropriations from the Danish Government, and the Panel understands that further reductions will take place in 2006. In addition the organisation has been restructured in 1998 and 2003.

The panel got the clear impression that the cuts and re-organisations have pushed the staff to the limits of its capacity, especially in relation to the other main activities at the Museum. Since the researchers and senior researchers at the museum overall are very well qualified, the best research results are visible in the economically and organisationally most privileged areas, i.e. in the Research Centre for Maritime Archaeology in 1993-2003, in SILA the Greenland Research Centre since 2000 and in the Conservation Department. This underlines that there is a clear relation between economy, special research conditions and research results. Further economical cutbacks undoubtedly will hit both the extent and quality of research at the museum, and consequently hit humanistic research in general in Denmark.

Well aware that the Museum must prioritise all its five main obligations we nevertheless wish to clearly emphasise that research is an indispensable part of the Museum for maintaining its position as a unique institution – the uniqueness will be lost, if the research expertise vanishes. Some of the research fields are so specialised, and so closely connected to the collections, that the expertise in Denmark is only present at the National Museum. These fields of expertise will not be able to survive in Denmark, unless they are maintained by a minimum critical mass of the involved research group. Valuable knowledge would be lost with disappearance of an expertise, and it would be very difficult to retrieve it again.

Therefore, we acknowledge the Museum's effort up till now for best possible maintaining

the resources for research. Reportedly, the research area was the least cut when the appropriations were reduced in 2002/2003.

The Panel has noted that the Museum has been partly compensating for the reductions in appropriations by attracting further external funding to the research. However, we wish to emphasise the importance of allocating a certain quantity of internal financing (appropriations) to the research. This is necessary for maintaining the core competencies and core activities of the research related to the collections – activities which are essential for maintaining the Museum as an attractive collaboration partner. Internal financing is also necessary for co-financing projects which are partly externally financed.

In addition, the Panel finds predictability of the budgets for research important. This is necessary for formulating a realistic overall research strategy and may create the stability necessary for fulfilling a strategy.

Research strategy

The Panel finds that the individual units have succeeded with formulating research plans which are relevant for, and well connected to, the collections. However, for the Museum as a whole, a clear research strategy and plan appears to have been missing in the last years of the evaluation period.

We find that the Museum, and the research of the Museum, may benefit highly from having a clear, well founded overall research strategy. A strategy can optimise the use and benefits of the, after all, limited budget for research. Furthermore, clear directions for the research priorities and activities will facilitate the job satisfaction of the researchers.

Therefore we recommend the Museum to formulate an overall research strategy based on analysis of the present research activities and core competencies, in a combined view of the societal trends and the needs for maintaining the collections. The strategy should aim at maintaining and advancing the core competencies of the Museum's research environment by facilitating development of new methodologies and approaches to the collections, cross-disciplinary collaboration and interactivity and synergy between the units by using each other's expertises. Such maintenance and advancement are necessary for the Museum being able to maintain its position as a unique museum which is attractive at world-level.

In addition, we recommend the Museum to carefully consider a possible prioritisation of research areas, particularly in view of the expected further budgetary reductions in 2006. A closer look at the research areas could at the same time include identification of focus areas which have particular strengths, competencies or potential. This could lead to advancement of activities with high innovative potential, from which new cross-disciplinary projects can emerge.

Organisational structure and management of research

The Panel finds the present matrix structure of the organisation, implemented from January 2003, appropriate. It has a high potential for functioning as a good platform for both managing the research, for formulating and continuously develop an overall research strategy, including initiation

of new research initiatives in the units and across them as well as with external partners, nationally and internationally.

However, it is our clear impression that the internal communication concerning research and research planning is suffering, both top-bottom and bottom-top, and for that matter also horizontally (between the units). Thus the overall directions on research are not penetrating down the organisation to a sufficient extent, to the units and the researchers. (This problem is of course further substantiated by the lack of a clear and detailed overall research strategy). Likewise, the overall research directions are not sufficiently based on the extensive, qualified and diverse pool of knowledge held by the heads of unit and the researchers.

The internal Research and Exhibition Committee has an un-exploited potential for facilitating multi-way communication in the organisation, and for contributing to overall strategy formulation, which can involve groups and individuals at all organisational levels. Therefore, the Panel recommends the Museum to reconsider the composition and the terms of reference of the Research and Exhibition Committee.

The Terms of reference of the Committee could include, among others, an obligation for establishing and assembling a research forum comprising all staff connected with research, irrespectively of formal position in the Museum. By focusing on the dynamic and creative character of all research, the forum could be a platform for discussing research activities, plans, perspectives, experiences etc. as well as a place for guest lectures and seminars across the units. The Forum could also be an active part in developing an overall research strategy for the Museum.

As regards composition of the internal Research and Exhibition Committee, one possibility is to include further members which are involved in research, and to let the members be elected by the Forum.

We have also observed that the External Research Committee (NEF) plays an isolated role, in terms of communication with the Museum and the possibility for advising on the Museum's research policies. The Panel finds that the Museum could benefit from involving NEF as hearing partner and advisory panel on strategic issues.

From 1 January 2004 the Museum has implemented the so-called Research Year, where each researcher employed under "stillingsstrukturen" (i.e. employed with both obligation and right to perform research of similar extent as scientific employees at universities) may use every third year for research exclusively. The initiative reflects the high prioritisation given to research by the Museum, and it is indeed facilitating the productivity and quality of the research. We thus support this initiative, but also support the attempts to not making the rules about it – or individual implementations of it – too rigid.

Education and collaboration

It is the clear impression of the Panel that the Museum participates actively in scientific collaboration with external partners, both nationally and internationally, and with both universities and other organisations performing research. The researchers are also quite active in the sense of attending conferences, seminars etc., and contribution with papers to these.

We commend the Museum's success with attracting Ph.D. students. In this way the Museum ensures continuity in the research expertise, fulfils its educational obligations, facilitates the

collaboration with Danish universities and strengthens the possibilities for development of new approaches to the collections.

Dissemination of scientific knowledge

The Panel has also noted with satisfaction the Museum's high awareness of the importance of disseminating the scientific knowledge. The Museum is highly active with producing scientific publications as well as making popular communication based on science. The latter comprises numerous research based exhibitions, and books and other documents to the broad public, of which several are based on scientific knowledge. Furthermore, the Museum is considered an attractive collaboration partner and advisor by museums in Denmark as well as abroad.

External evaluations and self-evaluations

Finally, the Panel wishes to stress that we have found it difficult to produce a justified evaluation of the *whole* evaluation period, since only little overview information has been available in a historic perspective for the whole period. In particular, only little information has been available on the years 1995-1997. Retrieval of a clear picture of the Museum in the whole evaluation period has been further hampered by the significant re-structuring of the organisation in 1998 and in 2003.

In general, in the view of the rapidity of the development of the research community and of the society as a whole, we recommend the periods for external evaluations to be no longer than five years. In addition the Panel recommends that the Museum carries out self-evaluations of the research with regular intervals, and as a minimum carry out a self-evaluation before each external evaluation.

2. The evaluation procedure

This chapter presents the background for and purpose of the evaluation, the Evaluation Panel, the evaluation procedure and the framework for the assessments of the Evaluation Panel.

2.1 Background and purpose

The evaluation in 2005 of the research of the National Museum of Denmark in the period 1995-2004 has been initiated on basis of the *Performance Contract 2004-2007* between the Ministry of Cultural Affairs and the Museum, in fulfilment of one of the objectives for 2005 (cf. point 5.3, Quality of the performance of the Museum).

Moreover, the evaluation has been carried through in accordance with the *Terms of Reference for evaluation of the research of the National Museum of Denmark 1995-2004* of 16.09.2005 (annex 1), and in compliance with *Vejledende retningslinier for forskningsevalueringer under Kulturministeriet* (Guidelines for research evaluations under the Ministry of Cultural Affairs) of 11.12.1997.

In accordance with the Terms of Reference, the purpose of the evaluation has been to establish an assessment of the quality level of the research of the Museum for the period 1995-2004, nationally as well as internationally, on basis of an unbiased and independent assessment of the last 10 years of research at the National Museum. Furthermore, the Terms of Reference say that the evaluation should point forward, with weight on future-oriented recommendations for the research and its organisation at the Museum.

2.2 The Evaluation Panel

The evaluation was conducted by an external evaluation panel, holding relevant expertise in relation to the Museum's main research areas. The Panel was composed of the following five members:

- Professor Anders Andrén, Department of Archaeology and Classical Studies, University of Stockholm, Sweden (chairman)
- Professor Bjørnar Olsen, Institute of Archaeology, University of Tromsø, Norway
- Professor H. Reinder Reinders, Groningen Institute of Archaeology, The Netherlands
- Professor Liv Emma Thorsen, Department of Cultural Studies and Oriental Languages, University of Oslo, Norway
- Dr. Jan Wouters, Conservation Scientist, Royal Institute for Cultural Heritage, Brussels, Belgium

Pia Jørnø, M.Sc., independent consultant and science journalist, served as academic secretary and consultant for the Panel.

2.3 Framework for the assessments of the Panel

In accordance with the Terms of Reference, the Evaluation Panel has made assessments of the research as a whole at the National Museum during the evaluation, and given recommendations with particular aim at the research and its organisation in the coming years.

Also, in compliance with the Terms of Reference, the Panel has assessed the research in the individual units related to research, but not assessed researchers individually.

The evaluation of the Museum's research as a whole includes assessments and future-oriented recommendations as regards the following six issues:

- The framework and conditions for the research, including the economical framework (human resources, dimensioning and recruitment of researchers) and the research policy/strategy of the National Museum.
- The planning and organisation of the research.
- The extent, scientific quality and relevance of the research, including the relevance and quality of the research activities as basis for ensuring highly qualified servicing of the users of the National Museum (advising, the other museums, maintenance of collections).
- The research environment and scientific collaboration with national and international research groups, including collaboration with university research groups.
- Dissemination of research knowledge, including use of the research as basis for exhibitions and educational activities of the Museum.
- Research management and administration.

2.4 Procedure for the evaluation

The evaluation was completed on basis of:

- Meetings with the board of directors, the researchers, the heads of units and other groups of Museum employees related to research, as well as with the External Research Committee of the National Museum (NEF) and the internal Research and Exhibition Committee.
- Meetings with the units related to research in the Museum and with SILA, the Museum's Greenland Research Centre.
- Reading of research publications (monographs and articles), research reports, research plans and other relevant documents – see list of background documents in annex 2.
- Visit at the National Museum with the aim of oral dialogue.

The meetings with the National Museum's board of directors, the different groups of employees related to research, the units and the committees took place during the Panel's three day visit at the Museum 11-13 October 2005.

During its visit 11-13 October, the Panel also met with the reference group for the evaluation, comprising members from the internal Research and Exhibition Committee and other employees of the Museum. The objective of the reference group was to discuss important issues related to the evaluation and act as advisory group for the evaluation panel.

The order of the meetings, and the participants in them, are indicated in the “Minutes on the process during the Panel’s visit at the National Museum 11-13 October 2005” (annex 4).

The meetings were carried through as informal discussions. As preparation for the meetings, the Panel had elaborated a “list of issues to discuss” (annex 5) based on the six issues of the Terms of Reference for the evaluation.

The scientific publications read by the Panel were selected as follows: Before our visit to the Museum in October 2005, the Museum’s reference group selected about 10 publications from each research field, covering monographs, articles in national and international journals, conference papers and public presentations. From these lists the Panel selected 3-4 publications from each research area to be read more thoroughly.

After a period of report writing, the Panel was assembled again 6 December 2005, at the Museum premises, in order to discuss and complete the evaluation report. The completed report was then conveyed to the reference group of the Museum for commenting and proposing corrections. The Panel has decided in sovereignty, though, how and whether to adapt the report to proposals to changes.

The detailed process of the evaluation was planned in co-operation between the Panel Chairman, the Ministry of Cultural Affairs and the National Museum, with assistance from the external consultant. For the specific planning and provision of relevant information, the National Museum had appointed the Coordinator for Research and Planning as contact person between the Evaluation Panel and the Museum.

The time and work plan for the evaluation is included as annex 3.

3. The research and its organisation at the National Museum – a factual overview

This chapter describes briefly the regulatory framework for the research, and the organisational structure, budget and resources for the research at the National Museum. Furthermore the research activities are briefly described. Finally there is a section which describes Museum's activities in terms of strategic planning of research and reporting on research.

3.1 The regulatory framework for the research at the National Museum of Denmark

The laws and other background material used for this section are all in Danish. Quotations and other summarising in this section of the background material are not official translations of these Danish texts, but translations made by the Evaluation Panel.

3.1.1 The ABM law

In general, the National Museum of Denmark must act in accordance with the Law on Museums (Museumsloven). Specifically, as regards research activities, the Museum must act in accordance with the *Law on research at archives, libraries, museums etc.* (Law no. 224 of 27th March 1996), i.e. the so-called ABM law. The ABM law applies to ABM institutions (Archives, Libraries (Biblioteker in Danish) and Museums), of which the National Museum is one, under the Ministry of Cultural Affairs. The ABM institutions were, until the launching of the ABM law, ruled by the law on government research institutions.

Paragraph 1 of the ABM law says that the law applies to archives, libraries, museums etc. under the Ministry, where research is a significant precondition for maintaining the main task of the institution.

According to paragraph 2, the institution must prepare multi-annual research plans and annual research reports.

Paragraph 3 says that an advisory, external research committee must be connected to the institution. The external research committee advises the management of the institution with regards to research issues. These issues may include, according to paragraph 3:

1. The extent, quality and relevance of the research
2. The research planning
3. The participation of the institution in international and cross-institutional research programmes
4. The organisation and financing of the research

At the National Museum, the external research committee is the NEF (Nationalmuseets Eksterne Forskningsudvalg).

3.1.2 The obligations of the museums under the ABM law

In accordance with the Law on Museums, research is one of the five main tasks of the National Museum (NM). The other four main obligations are collection, registration, conservation and dissemination of information (publications, exhibitions, education etc.).

A brief at the website of the Ministry of Cultural Affairs, *Status over forskningsplanlægningen på arkiver, biblioteker, museer m.v.*, says among others:

“It is characteristic that the museums under the Law on Museums both make collections and knowledge available for the public as well as for the research community, and conduct own research.

The research is primarily collection based – on existing collections as well as on the “external cultural and natural heritage”.

The research is basic, since it is the precondition for scientific use of collections, for qualified collecting, and for documentation of the continuous changes of the society. The research may lead to a revision of the concept of collection of the museums and thus to a revision of the role of the museums in the society. In addition the research contributes to the general knowledge building.

Furthermore, the museums conduct research in conservation, documentation and dissemination of information.

The research is disseminated to the public in the form of exhibitions and publications. The exhibition medium, the story-telling in the three-dimensional room, is the special and prime medium of the museums, for broadly disseminating the knowledge of research. The connection between research and dissemination of information implies that research of museums includes a popular element.”

The ABM institutions have, in agreement with the Ministry of Cultural Affairs, implemented an employment structure similar to that of the universities and the government research institutions. This is in Danish referred to by the words *stillingsstrukturen* (the employment structure) and *dimensionering* (dimensioning).

The ABM institutions are furthermore obliged to participate in research education.

3.1.3. The concept of research

The Research Committee of the Ministry of Cultural Affairs has, in *Kulturens Forskning 1994-2000* (Cultural Research 1994-2000), defined the concept of research as it is used by the ABM institutions under the Ministry. The Committee defines the research as consisting of two main categories:

- *Research (basisforskning)* and
- *Research-based development (forskningsbaseret udviklingsarbejde)*.

These two categories comprise, respectively:

- *Research (basisforskning)*:
 - o Basic research (*grundforskning*)
 - o Strategic research (*strategisk forskning*)
- *Research-based development (forskningsbaseret udviklingsarbejde)*:
 - o Applied research (*anvendt forskning*)

- Artistic development (kunstnerisk udviklingsarbejde)
- Development (udviklingsarbejde)
- Reflected data collection (reflekteret dataindsamling)

The Research Committee has, later on, addressed *the concept of research* at some conferences and in some publications. These later discussions do not dispute the above 2000-definition. They appear to add aspects from theory of science to the discussion on the concept. Thus, the above definition is considered to be the ruling definition, still, for the ABM institutions.

3.1.4 The research profile of the National Museum

A direct reference to *Kulturens Forskning 1994-2000* (Cultural Research 1994-2000) and its definition of the concept of research is not found in the reports of the National Museum. But the Museum *does* describe a similar definition with reference to the research categories of OECD, in the document *Nationalmuseets Forskning* (Research of the National Museum, November 1996). Here (page 2), the Museum defines its research as follows (the research categories being translated from the Danish words indicated in parentheses):

“The research of the National Museum can, in relation to the research categories of OECD, be classified in the categories *Research* (basisforskning) which comprises *Basic research* (grundforskning) as well as *Strategic research* (strategisk forskning), and *Applied research and development* (anvendelsesorienteret forsknings- og udviklingsarbejde) which may be applied research (anvendt forskning), development (udviklingsarbejde) or reflected data collection (reflekteret dataindsamling).

The research at the institution is characterised by a close coherence between the areas, and by that a significant part of the research activity is based on development and reflected data collection, which forms basis for actual basic research/strategic research where new basic scientific knowledge is created. It is moreover characteristic for the Museum’s research that it is closely connected with the other main tasks at the institution and is a pre-condition for the development of these.”

In addition, the Museum addresses its research profile in *Annual Research Report 1999 and Research Plan 2000-2003* (are in Danish). Among others (page 4), the report says that:

“The research at the National Museum can be characterised commonly as kulturforskning (cultural research), the aim of which is to provide a deeper insight in the cultural heritage and its creation, cf. *Kulturens Forskning*, Kulturministeriet 1997.” (Here referring to a publication similar, but previous, to the one which contains the 2000-definition of the concept of research).

The report (also page 4) gives references to the Law on Museums and the ABM law, and the presented research profile appears to be in full compliance with these laws.

3.1.5 The Museum’s employment structure as regards research (*Stillingsstrukturen, dimensioning, the research year*)

Those employees of the National Museum who are employed under *stillingsstrukturen* (the employment structure) include senior researchers, researchers (post docs), senior advisors, research assistants and project researchers. The senior researchers and researchers have research obligations *and* research rights, and furthermore the senior researchers are obliged and entitled to participate in

the Museum's research year system, i.e. to allocate every third year entirely to research. The senior advisors have the option, but no obligations to carry out research, and they may participate in the research year system, provided they agree to participate for a period of minimum 6 years. Researchers (post docs), research assistants and the project researchers whose salaries are mainly externally financed are, of course, committed to do research. Due to the temporary nature of their employment, however, they are not included in the Museum's research year system.

A number of other employees are performing research at the museum – under various employment conditions, including Ph.D. students, heads of unit as well as some of the permanently employed curators and conservators.

3.2 The structure, economy and resources related to research at the National Museum

3.2.1 The organisational structure of the Museum

Figure 1 shows the present organisational structure of the National Museum, and the placement of the Museum's ten research areas in the Museum units. The present structure was implemented from start 2003.

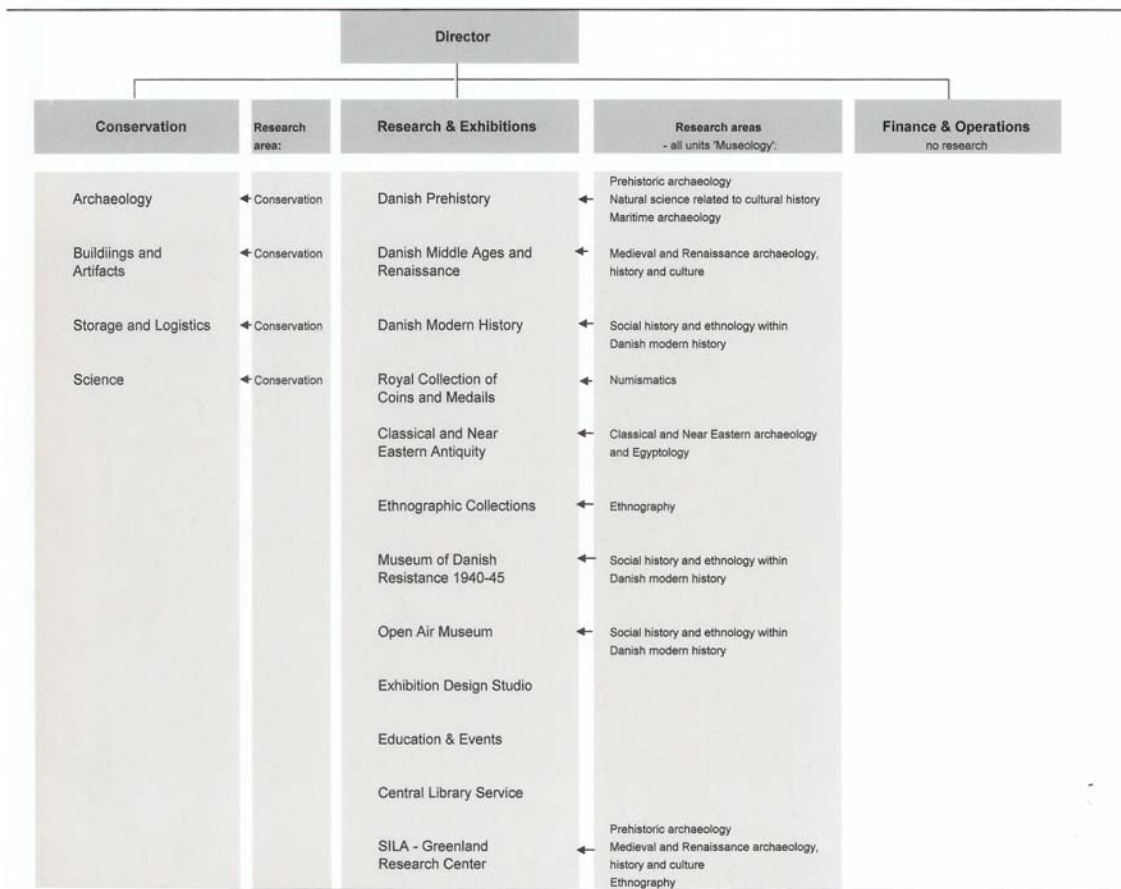


Figure 1. Organisational diagram of the National Museum, 2003-present, including illustration of the placement of the Museum's ten research areas in the Museum units.

To the structure belong also eight Cross-disciplinary Committees, one of which is the (internal) Research and Exhibitions Committee. According to the document *Restructuring of the National Museum (2002)*, the aim of the committees is: "...to advise the Management on strategies and policies related to essential fields of activity. The purpose of this is to promote and render visible the Museum's interdisciplinary fields of activity."

As seen in the above diagram, the Museum has defined 10 research areas, of which 9 are distributed among the units, whereas museology is cross-unitary.

Table 1 illustrates the changes due to the restructuring in 2003 compared to the previous organisational structure (1998-2002). The 6 departments in the period 1998-2002 were reduced to 3 from 2003 and henceforward, and the number of units was reduced from 32 to 22.

1998-2002		2003-present	
Departments	No. of units	Departments	No. of units
Conservation Department	8	Conservation Department	5
Danish Department	7	Research and Exhibition Dep.	12
Foreign Department	3	-	-
Research Department	2	-	-
Dissemination Department	5	-	-
Operations and Administration Dep.	7	Operations and Admin. Dep.	6
Total no. of units	32		23

Table 1. Comparison of organisational changes (expressed by departments and numbers of units in the different departments) between structure 1998-2002 and 2003-present. The Conservation department comprises 4 units which are involved in research and the department's secretariat which is a unit as well.

The most significant change in 2002/03 was the concentration of the Museum's cultural research and dissemination in a single Research and Exhibition Department, and merging of the Dissemination Department, the Research Department, the Danish Department and the Foreign Department. The Research and Exhibition Department is responsible for the coordination and development of research at the Museum, but the collection units (Danish Prehistory, Danish Middle Ages and Renaissance, Modern Danish History, the Royal Collection of Coins and Medals, Classical and Near Eastern Antiquity, the Ethnographic Collection, the Museum of the Danish Resistance 1940-1945 and the Open Air Museum), and the research in these units has been continued, now in the new department. Furthermore, a Drawing Office, which attends to the Museum's exhibitions and publications, as well as an Education Centre, which conducts teaching and visitor activities, were established as independent units. In addition to these are the Central Library Service and the Museum's research centres, of which there were two in 2002/2003 – The Maritime Centre and SILA (the Greenland Research Centre). Today, the Maritime Centre has been abolished, whereas the Museum has succeeded with continuing SILA from 2005.

Natural Science Unit and Maritime Archaeological Unit ceased to exist as independent units and were transferred to Danish Prehistory, which has taken over the work of Maritime Archaeological Unit in collaboration with the Viking Ship Museum in Roskilde.

The restructuring of 1 January 2003 did not lead to changes in the 10 research areas of the Museum, except that museology was based in the Dissemination Department in the previous structure, whereas it is a cross-unitary discipline today.

Before 1998 (from 1990) the Museum had six departments: Conservation, Ethnography, Modern Danish History, Public Services, Archaeology and Early History, and Administration and Technical Services. Three further organisational units were operated by the Museum, reporting directly to the State Antiquary (the general Director), namely the National Record of Sites and Monuments, the State Antiquary's Archaeological Secretariat (RAS) and Denmark's Churches (the systematic inventory of the Danish churches).

3.2.2 The economy of the research

In 2004, the total budget of the National Museum counted 244 million DKK excluding capital. Approximately 180 million DKK of the budget were appropriations (i.e. base funding from the State Budget), whereas the remaining 64 millions were external funding. The research costs constituted 32,6 million DKK in 2004, equivalent to approximately 13 % of the total costs.

Table 2 shows the development of the total research costs and their financing (external and internal) 1998-2004. Some significant fluctuations in the total research budget are seen. The significant decrease from 2002 to 2003/04 is caused by stop of external funding to SILA and to the Centre of Maritime Archaeology. (SILA has received new external funding from 2005 for a 4 year period).

The internal share of the funding has been below 50 %, except in 2004, where it was 65 %. This significant increase was due to allocation of means for maintaining the research expertise/resources of SILA, by partly embedding the human resources of SILA in other units of the Museum, particularly with the (successful) aim of achieving external funding for continuing and/or embedding the research activities of SILA from 2005.

	1998	1999	2000	2001	2002	2003	2004
Total research costs of the National Museum. (Mil. DKK)	43,6	35,2	45	46,6	45,9	38,8	32,6
Total research costs – share of total costs of the National Museum	10 %	14 %	17 %	18 %	18 %	16 %	13 %
Research costs financed by appropriations. (Mil. DKK)	21,1	15,7	16,6	18,9	17,9	17,7	21,3
Research costs financed by appropriations – share of the total research costs	48 %	45 %	37 %	41 %	39 %	45 %	65 %
Research costs financed by appropriations – share of total appropriations for NM	12 %	9 %	9 %	11 %	10 %	10 %	11,5 %
Research costs financed by external funding (Mil. DKK)	22,5	19,5	28,4	27,7	28	21,1	11,3
Research costs financed by external funding – share of the total research costs	52 %	55 %	63 %	59 %	61%	55 %	35 %

Table 2. Total research costs and their financing (external and internal) 1998-2004

The Museum computes the research budget in 7 sub-categories. The division of the budget in these categories is shown in figure 2 for the last three years of the evaluation period (2002-2004).

The Museum does not compute the research budget per unit or per research area, but the latter is to some extent reflected in the human resources per research area, though (indicated in table 3, see section 3.2.3).

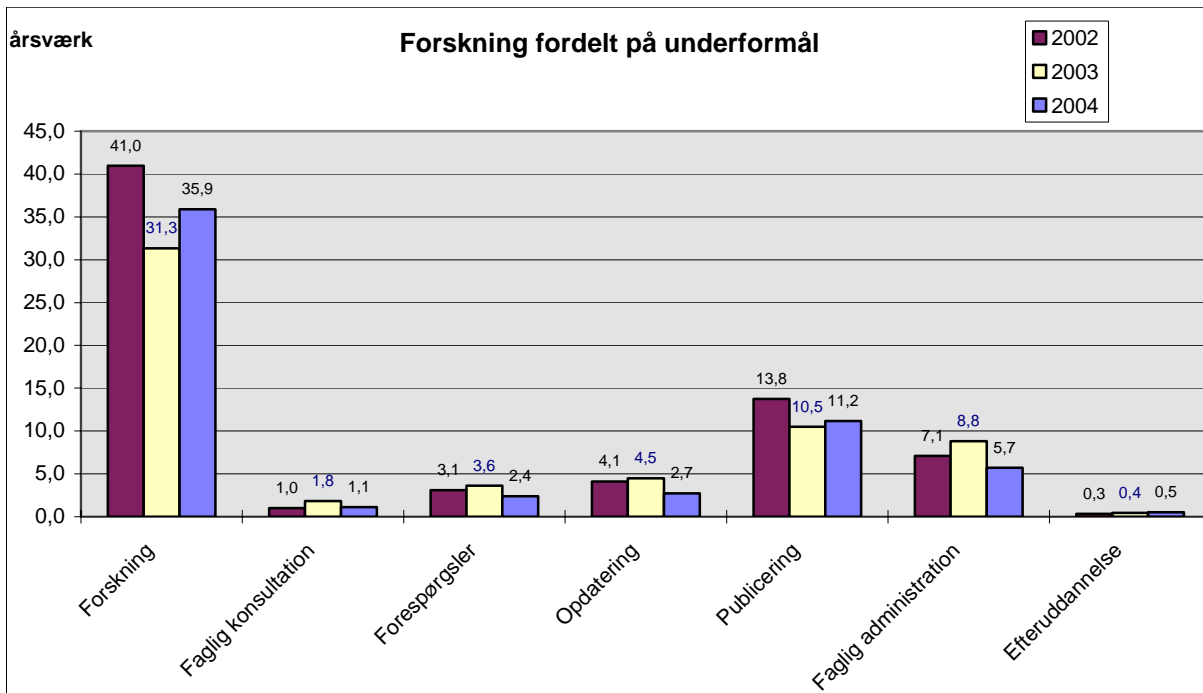


Figure 2. The research budget divided in 7 sub-categories 2002-2004. The different sub-categories are the following:

- Forskning: examination/collection and registration/analysis in connection with research projects
- Faglig konsultation: professional consultation
- Forespørgsler: requests concerning issues related to research
- Opdatering: updating
- Publicering: publication
- Faglig administration: research administration including the resources of the research manager and the research coordinator
- Efteruddannelse: vocational training, including courses for the Museums' supervisors of Ph.D. students, courses on research management and updating within digitalisation and the web area.

The Panel has not had available numbers on the economy for the years 1995-1997.

3.2.3 The human resources for research

As mentioned previously, the staff members who are employed under *stillingsstrukturen* (the “employment structure”) include permanently employed senior researchers and senior advisors, temporarily employed researchers (post docs), research assistants and project researchers whose employment and research mainly is externally financed.

It is not only the researchers employed under *stillingsstrukturen*, who carry out research at the Museum. Also several of the heads of unit and curators carry out research, although these groups are neither entitled nor obliged to conduct research.

Furthermore, in compliance with the Museum’s obligations for education, Ph.D. students are connected to the Museum, in the sense that these have a co-supervisor at the Museum besides their main supervisor at a university.

Table 3 shows the number of researchers (staff employed under *stillingsstrukturen*) for the years 1998-2004, total and for each of the ten main research areas of the Museum.

Research area	1998	1999	2000	2001	2002	2003	2004
Pre-historic archaeology	7 (4/3)	6 (4/2)	6 (4/2)	4 (4/0)	5 (4/1)	7 (4/3)	7 (5/2)
Natural science related to cultural history	8 (5/3)	10 (6/4)	10 (5/5)	8 (7/1)	9 (7/2)	6 (5/1)	4 (4/0)
Maritime archaeology	5 (1/4)	7 (1/6)	5 (1/4)	5 (1/4)	5 (1/4)	0	0
Medieval and renaissance archaeology, history and culture	7 (6/1)	10 (9/1)	8 (7/1)	6 (5/1)	6 (5/1)	7 (6/1)	8 (7/1)
Social history and ethnology within modern Danish history	9 (6/3)	7 (6/1)	11 (6/5)	6 (6/0)	6 (6/0)	7 (7/0)	6 (6/0)
Classical and near eastern archaeology	1 (1/0)	1 (1/0)	1 (1/0)	1 (1/0)	1 (1/0)	1 (1/0)	1 (1/0)
Numismathics	2 (2/0)	2 (2/0)	2 (2/0)	2 (2/0)	2 (2/0)	2 (2/0)	2 (2/0)
Ethnography	7 (3/4)	4 (4/0)	5 (4/1)	6 (4/2)	6 (4/2)	7 (4/3)	5 (4/1)
Conservation	2 (2/0)	6 (4/2)	5 (3/2)	9 (6/3)	9 (6/3)	7 (7/0)	7 (7/0)
Museology	5 (3/2)	8 (4/4)	7 (3/4)	1 (1/0)	1 (1/0)	2 (1/1)	1 (0/1)
Total	53 (32/21)	61 (41/20)	60 (36/24)	48 (37/11)	50 (37/13)	46 (37/9)	41 (36/5)

Table 3. Number of employees under “stillingsstrukturen”, for the years 1998-2004, for each main research area and totally (shown in bold). The numbers are based on employees as at 31 December of the respective years. The numbers in the parentheses indicate the number of employees within in two main categories: the first number in the parenthesis comprises: senior researchers, senior advisors and researchers (post docs). The second number in the parenthesis comprises: project researchers and research assistants. One of the senior researchers is furthermore research professor (within ethnography). The significant decrease in personnel from 2000 to 2001 within Museology reflects a re-organisation of the Documentation Unit.

As seen from table 3, the total number of researchers employed under *stillingsstrukturen* has decreased from 53 in 1998 to 41 in 2004, with a maximum of 61 in 1999. The decrease in research staff has taken place in a number of research areas, including natural science, maritime archaeology, middle age and renaissance, modern age and ethnology, ethnography, conservation and museology.

Table 4 shows the number of Ph.D. students 1997-2004.

	1997	1998	1999	2000	2001	2002	2003	2004
Total number of Ph.D. students	12	12	14	9	11	10	9	15
<i>Of which:</i>								
Finalised Ph.D. projects	3	4	6	1	2	1	1	2
New Ph.D. projects	-	-	3	1	3	2	1	7
Interrupted Ph.D. projects	-	-	-	-	1	-	-	2

Table 4. Ph.D. students connected to the National Museum 1997-2004

The Ph.D. projects have typically been financed by external funding, including funding from the Ph.D. programme of the Ministry of Cultural Affairs and from the so-called UMTS budget assigned to the Museum by the Ministry (in 2004, 5 Ph.D. projects are financed by the UMTS fund).

Furthermore, the Performance Contract 2004-2007 between the Museum and the Ministry of Cultural Affairs includes an obligation of having at least 3 Ph.D. students connected to the Museum per year. Therefore, from January 2004, the Museum has allocated a budget of 600.000 DKK per year for co-financing 3 Ph.D. projects co-supervised by Museum researchers.

As mentioned, also a number of academics employed outside *stillingsstrukturen* conduct research. It has not been possible to achieve any quantified information on the resources used to research of those employees, in particular because these are neither entitled nor obliged to perform research.

Nevertheless, the Panel has found it considerate, here, to include a table (table 5) showing the groups of academics employed outside *stillingsstrukturen* – of which several members thus carry out research, as mentioned. In particular research is carried out by the editors of the running work “Danmarks Kirker” (Churches of Denmark) and the conservators, and, as mentioned previously, by some of the curators, heads of units and department managers.

	1998	1999	2000	2001	2002	2003	2004
General director	1	1	1	1	1	1	1
Department managers	6	6	6	6	6	3	3
Heads of units	27	27	27	27	27	23	24
Museum curators	13	27	40	37	33	18	25
Conservators	9	6	5	5	7	9	13
Editors	8	6	4	4	5	4	5
Senior clerks	4	4	4	4	4	4	2
Architects	4	9	6	7	4	6	5
Others	12	13	15	18	12	24	28
Total	84	99	108	110	99	92	106

Table 5. Distribution of academics employed outside *stillingsstrukturen* at the National Museum as at 31 December in the respective years. Not all academics are full time employees, and thus a table presenting Full Time Equivalents would have shown a lower number of academics. On 1 January 2002, the State Antiquary position (the overall manager of the Museum) was abolished. The Position was split in two: the general director of the Museum and the general director of the Agency of Cultural Heritage, which was founded at that time.

Except in terms of Ph.D. students, the Panel has not had available numbers on the human resources for the years 1995-1997.

3.3 The research activities and the Museum’s reporting on research

3.3.1 Research activities

As indicated in section 3.2.1 and 3.2.3 the Museum carries out its research within the following ten main research areas. The units, in which the research areas are particularly based, are indicated in parenthesis:

- Pre-historic archaeology (Danish Prehistory, SILA)
- Natural science related to cultural history (Danish Prehistory)
- Maritime archaeology (Danish Prehistory)
- Medieval and renaissance archaeology, history and culture (Danish Middle Ages and Renaissance, SILA)
- Social history and ethnology within modern Danish history (Danish Modern History, Museum of Danish Resistance 1940-45, Open Air Museum)
- Numismatics (the Royal Collection of Coins and Medals group in Danish Middle Ages and Renaissance)
- Classical and near eastern archaeology (Classical and Near Eastern Antiquity)
- Ethnography (Ethnographic Collections, SILA)
- Conservation (Conservation Department)
- Museology (All units (cross-unitary research area))

The ten research areas have been the same during the whole evaluation period. The Panel has not had access to an *overview* for the evaluation period of the significant research activities, but has based its assessments and recommendations for the research in each unit (in section 5.3) on the available background material and the discussions during the meetings at the Museum in October 2005.

The extent of the research activities, total for all ten research areas, is to some degree reflected in the Museum's outline 1997-2004 of the number of research projects and of the publication activity, shown in tables 6 and 7.

	1997	1998	1999	2000	2001	2002	2003	2004
Finalised projects	19	35	35	19	26	19	32	18
Ongoing projects	133	137	98	97	117	101	80	76
<i>New projects of the ongoing</i>			28	25	19	16	16	23
Research projects, total	152	172	133	116	143	120	112	94
<i>Research projects with external partners</i>	-	148	101	68	100	82	91	30
<i>Research projects with international partners</i>	-	77	47	27	45	45	53	32

Table 6. Total number of research projects 1997-2004. Before 1999, the table indicates all activities registered with a project number. In 1999, the table includes all projects of a research effort of at least 2 person-weeks. From 2000 and forward, the number of projects are at least of 4 person-weeks. In addition, from 2000, projects related to the editing of "Danmarks Kirker" (Churches of Denmark) are included.

Type of publication	1997	1998	1999	2000	2001	2002	2003	2004
Monographs	-	-	-	-	13	18	10	15
Articles in national journals	-	-	-	-	53	68	55	26
Articles in international journals	-	-	-	-	63	77	67	69
Articles in own periodicals	-	-	-	-	15	16	24	16
Reviews in professional journals	-	-	-	-	24	26	18	14
Scientific editorial work	-	-	-	-	16	19	16	5
Total, scientific publications	187	200	227	186	184	224	190	145
Contributions to conferences	-	173	44	52	40	57	38	24
General/popular dissemination	-	350	146	140	132	167	86	94

Table 7. The publication activity of the National Museum 1997-2004. Before 2001, the Museum did not compute the number of scientific publications for each sub-category.

One of the targets of the Performance Contract 2004-2007 between the Museum and the Ministry of Cultural Affairs is publication of at least 6 scientific monographs per year. There are no targets regarding number of research projects in the Contract.

The Panel has not had available numbers on research projects and publications for the years 1995-1996.

3.3.2 Research strategy and reporting on research activities

The individual units formulate plans for their research activities, and the Museum has some overall policy and plans regarding research, including 10 prioritised main research areas, some quantified targets concerning research in the Performance Contracts, a procedure for allocation of research time (the Research Year) and a budget for Ph.D. projects.

Furthermore, some documents from the evaluation period present overall research strategies and plans for the Museum. These documents are described in the following, including citations of selected text fragments from them. All the documents are in Danish, and therefore the citations are translations made by the Panel.

3.3.2.1 Research strategy 1996

In November 1996, the Museum completed a detailed research strategy, including priority areas. The strategy was presented in the report *Nationalmuseets forskning* (Research of the National Museum, November 1996), which says among others (page 3):

”In the future, an increasing part of the National Museum’s research is wished to be organised in a centre model similar to the Maritime Archaeological Research Centre in Roskilde. The model shall promote the cross-disciplinary collaboration on the research at the National Museum, internally among the Museum departments as well as with external researchers, centres and university departments. In addition, the centre model is intended to increase prioritisation and focus on specific research areas...

Besides the already established Maritime Archaeological Research Centre, which is financed by the Danish National Research Foundation (Grundforskningsfonden), the following themes could in the future be organised in a number of cross-disciplinary centre models of varying size:

Classical periods/Antiquity/Greece

Aristocracy/the cultural landscape

Dissemination/museology

Greenland

The area of gardens and landscapes/the cultural landscape”

Furthermore, the 1996-strategy intended to increase focus on the following tasks related to research by strengthening the research coordination and management (*Nationalmuseets forskning* page 3-4):

- Planning and coordination of the Museum’s research effort internally and externally
- Running follow-up and quality ensuring of on-going research

- Ensuring of research time available for the Museum researchers
- Ensuring that started research projects are finalised within the allocated period and that the projects are resulting in a product
- Coordination tasks connected to organisation of the Museum research in centre models
- Tasks in relation to the External Research Committee established by law
- Development of new research projects / Ph.D. projects
- Evaluation of the research and the researchers of the Museum
- Better exploitation of the Museum's possibilities for external financing of the research.

The report on the 1996-strategy also says (*Nationalmuseets forskning* page 4-6) that the National Museum wishes an increased prioritisation of a number of research areas on basis of an overall assessment of the existing research areas. The report indicates the following areas to be prioritised:

- Development of register within the area of modern age.
- Initiation of a research effort within dissemination/museology.
- Strengthening of the research effort concerning natural scientific analyses.
- Strengthening of the research effort concerning pre-analyses in connection with further tasks for the Danish Forest and Nature Agency.
- Strengthening of the research effort concerning South and South-East Asia.
- Strengthening of the research effort concerning the Roman and antique coin finds.
- Strengthening of the research effort concerning the cultural landscape with particular weight on the Danish manor.
- Strengthening of the research effort concerning the cultural landscape with castles and manors.
- Strengthening of the research effort concerning treasure trove.
- Strengthening of the research effort concerning conservation of archaeological wood and metal.
- Strengthening of the research effort concerning modern artificial materials and their deterioration.
- Strengthening of the research management and coordination at the National Museum.

The Panel has not seen an updated version of the 1996 research strategy, e.g. in connection with the restructuring in 1998.

3.3.2.2 Research plan 2000

In 2000, the Museum elaborated a report, *Forskningsplan 2000-2003* (Research Plan 2000-2003), which presents specific plans and objectives for each of the ten research areas and for research centres for 2000-2003. Regarding overall research plans, the report says (page 11):

“The research at the National Museum is thus both reasoned in the Museum's other societal tasks related to the cultural heritage and in the legislative obligation for making research a significant main task of the Museum. The perspective is furthermore that the research should contribute to development of the critical self-consciousness of the Danish Society.

In the present contract period, the National Museum has increased the research effort, by which a quantity of professional areas being particularly important for the central museal tasks of the Museum has been strengthened. Concurrently, better possibilities for more coherent multi- and cross-disciplinary research have been created.

In the coming contract period 2000-2003 it is the research policy of the National Museum to prioritise the research in a number of cross- and multidisciplinary topics and areas, namely *the Danish cultural landscape from pre-history to present; encounters of cultures and creation of cultural identity in the multi-cultural society in modern age; museal dissemination and museology; maritime archaeology; and Greenlandic culture and way of life.*

This does not mean that there will not be conducted collection-based research or research in other topics. On the contrary the development of the cultural historical research will take place in a dialogue between the Museum's traditional, professional main areas and a cross-disciplinary thematically planned research. The potential, of which the topics and commitment of the research shall grow in the centre-based as well as the collection-based research, is to be found among the scientific employees curating the Museum collections.”

3.3.2.3 Follow-up in 2002 of the 2000-plan

The 2000-plan described in section 3.3.3.2 were commented in December 2002 by the Museum – in the report *Forskningsredegørelse, Nationalmuseets forskning* (Research Account of the National Museum, December 2002). This report says the following about the Museum’s research plans 2000-2003 (section 2.1, page 5-6):

“The targets for the National Museum’s research are expressed in the Performance Contract 2000-2003 as follows:

‘The Museum will strengthen the cross-disciplinary co-operation, internally between the many disciplines of the Museum, as well as externally in relation to other museums and research institutions’
... The means or the strategy for fulfilling the overall objectives are:

- To strengthen the multi- and cross-disciplinary research
- To prioritise the centre model by expanding with more centres than the present
- To maintain that individual research is still a part of the research effort
- To commit the Museum to maintain research education by attachment of Ph.D. students
- To strengthen the research profile by establishing research professorates
- To formulate result targets for the research

The period of the Performance Contract is not yet completed, but it is in its place to consider whether the National Museum is on the right track in relation to both targets and means, concerning the research as described above.”

After that the *Forskningsredegørelse* from December 2002 briefly discusses to which extent the strategy has been successful, and presents, on that basis, the research strategy (from December 2002 and forward) of the Museum as follows (section 2.2, page 6):

“On the basis of the above, in the future the research strategy of the National Museum should, to a higher extent, take grounds in:

- the collections and other museal source groups
- a cross-sectional research which also develops further the existing contacts and networks
- an individual research with eye for the entirety
- a research which elucidates present problems of the society.

A prioritised and long-term research strategy should be formulated on basis of analyses concerning:

- An analysis of the ten present disciplines, their strengths and weaknesses, possibly with a revision of number (fewer or more) and present strategies for these areas
- Identification of a smaller number of cross-disciplinary performance areas, for example organised in centres (selected areas which the Museum has either special ability to maintain, or wishes to prioritise in a given period based on an acknowledgement of the strength of the Museum in these areas)
- Identification of cross-disciplinary research themes involving several disciplines
- The research in relation to the development and trends in the society – trends which will influence the Museum – based on recognition of that the present swift technological, economical and demographical changes do affect social, cultural and environmental contexts.

A modern research institution like the National Museum must have a visible and vigorous research management which can outline the research at the Museum, both internally and externally.”

Shortly after the completion of the *Forskningsredegørelse* from December 2002, namely 1 January 2003, a comprehensive re-organisation took place at the Museum. However, the *Forskningsredegørelse* from December 2002 does not refer to this restructuring.

In fact, the Panel has not seen any updating of the research strategy or any new research strategy reports after the restructuring 1 January 2003.

3.3.2.4 Annual research reports

Since 1998, the Museum has prepared an annual report on the research activities of the respective year, including numbers and information on economy, human resources, education, projects, publication activity and infrastructure related to research. In the later years, the annual reports on research have included tables showing the development since 1998 of publications, projects, economy and resources, among others.

However, only few numbers and little overview of the research activities and plans of the first three years of the evaluation period (1995-1997) have been available to the Panel.

4. Information, viewpoints and expectations from (research) staff and management at the National Museum

During the visit at the Museum in October, the Panel met with the staff in different constellations. Among others, we had meetings with different employment groups, including the group of researchers, the group of curators involved in research, the group of heads of unit, and some of the Ph.D. students. Furthermore we met with the board of directors, the research director alone, the External Research Committee of the National Museum (NEF), and with the internal Research and Exhibition Committee.

Chapter 4 reports on the information, viewpoints and expectations conveyed to the Panel during its meetings with the abovementioned groups. These meetings were carried through as informal discussions with focused on the framework for and organisation of the research of the Museum. As preparation for the meetings, the Panel had elaborated a “list of issues to discuss” (annex 5).

The Panel also met with the units involved in research. Each of those meetings started with brief presentations of the research followed by discussions conducted by members of the Panel. These meetings focused on the research activities and their relation to the other obligations of the units.

The meetings with the units are not reported here in chapter 4, but form an important basis for the Panel’s assessments in chapter 5.

The order of the meetings, and the participants in them, are indicated in the “minutes on the process during the Panel’s visit at the National Museum 11-13 October 2005” (annex 4).

4.1 Meeting with the researchers employed under “stillingsstructuren”

The researchers who are employed under “stillingsstructuren” (the employment structure) are entitled and obliged to perform research. The group of researchers, which in 2004 comprised 42 employees, includes permanently employed researchers, temporarily employed researchers (post docs and research assistants) and “project researchers” whose employment and research is externally financed. The group does not include heads of unit, Ph.D. students and curators, although these groups also carry out research.

The Panel met with 28 of the researchers under “stillingsstructuren” – in the following called “researchers”.

4.1.1 Communication

The Panel got the perception that the internal communication in the individual units functions very well. Among others, the individual units arrange seminars in order to discuss the ongoing research activities. These seminars are open for colleagues from other units, but the Panel got the impression that they are almost exclusively attended by staff members of the arranging unit.

However, the researchers expressed a frustration of not being heard nor involved in the overall research policies of the Museum. They passed on that they see the overall research strategy of the Museum as fragmentary, the fragments being presented ad hoc by the board of directors without any preceding involvement of the researchers and without basis in any complete overall research strategy.

Several of the researchers were in favour of a structure for assembling all the researchers, e.g. once or twice a year, with the aim of exchanging information and discussing visions and strategy for the research of the Museum – and subsequently bringing the outcome to the board of directors. The meeting with the Panel constituted one of the very rare occasions for all the researchers to be assembled. Some of the researchers said that they met some of the other researchers for the first time ever at this meeting with the Panel.

Some of the researchers were concerned with the extra time which would be needed for the meetings among them and suggested that this could be compensated by cancelling some administrative tasks.

It was criticised that it was not possible for the researchers to present themselves and their activities on the present web-site of the Museum. Such presentations were seen as contributing to increasing the knowledge of the work of the colleagues at the Museum.

4.1.2 Collaboration

The group also expressed that a strengthened internal communication, and the consequent increased contact between researchers from different units, would facilitate development of ideas for new interdisciplinary (cross-unitary and/or cross-institutional) research activities. Such interdisciplinary, collaborative activities are highly favoured in the contemporary overall research policies.

In fact, the researchers put emphasis on the importance to collaborate across disciplines and units at the Museum. They underlined that cooperation in research could be modelled after the well functioning collaboration in connection with the exhibitions. It was added that for the researchers who are extremely specialised, it was much more attractive to collaborate with external colleagues.

Furthermore, it was emphasised that, in line with the current research policies, external funding often requires cross-institutional, and often international, collaboration. Thus, several activities at the Museum are carried out, or planned to be (e.g. the Trankebar project) in interdisciplinary collaboration among researchers of the Museum as well as with external partners.

4.1.3 Overall research strategy

As mentioned above, the researchers emphasised that the Museum lacks an overall research strategy and a common research profile. They pointed out that a visible overall strategy on research could be a strong guide for choosing directions of the research in the units and for prioritising among new interdisciplinary initiatives. That would make the research environment stronger and strengthen the continuity of the research. Furthermore it would increase the job-safety of the researchers by avoiding the present uncertainty as to which extent the overall management valued the different research activities selected individually or at unit level.

4.1.4 Organisational structure

Despite the wish for increased communication across the units, the researchers emphasised the importance of having an organisational structure which allows a close connection between research and collection. The present structure, where the research is based in the units, has this advantage.

As described above, under “Communication”, the group spoke about a structure for assembling all the researchers, in order to exchange information and discussing visions and strategy for the research of the Museum. Such an assembled forum was suggested to be supported by a committee, elected by the researchers. The committee could follow up on the outcome of the discussions in the forum, and work as advisory group to the board of directors concerning overall research strategy.

The general opinion was thus that a cross-unitary structural element in terms of research should not have a management role but a coordinating and advisory role. The researchers conveyed that the existing internal Research and Exhibition Committee in principle could coordinate involvement of the researchers and function as advisory group for the board of directors on research strategic issues. But the researchers found that the Committee had not yet succeeded in these roles, and were thus in favour of the mentioned elected committee.

It was mentioned that the present research secretariat could service an elected advisory committee and an assembly or forum, with the addition that this may need increased resources to the secretariat. The researchers considered the research secretariat as a suitable structure for supporting development of an overall research strategy and a common research profile. It was also suggested that administrative/secretarial resources could be increased with the aim of servicing formulation of larger research activities and applying for external funding – the researchers found that the potential for developing such research activities is not fully exploited.

Besides, the researchers also called for procedures for quality assurance in the form of evaluation of the research projects.

The researchers underlined that the re-structuring processes in the period of the evaluation had demanded comprehensive resources without resulting in significant improvements. Therefore they emphasised that a new re-structuring would not solve the present problems with communication and overall strategy formulation.

4.1.5 Employment conditions

The group finds that the employment conditions for senior researchers (permanent staff members) are very good, whereas it was reported quite demanding in terms of effort and financing to be in a post doc position. The researchers said that the post doc employees could benefit from further overall managerial support, e.g. on the Museum's employment policy and prospects for subsequent permanent positions versus prospects for staff reductions.

It also came up that the researchers do not have a budget for participation in conferences and other events related to research, except where these activities are planned in specific project budgets. It was suggested that a small annual sum could be available for the individual researchers for participating in important conferences, research visits, etc. that are not budgeted elsewhere.

4.1.6 The Research Year

The researchers praised the procedure, introduced a few years ago, for a research year every third year. They find that it reflects a high emphasis on research at the Museum. At the same time the researchers found it necessary that the procedure for the research year is flexible, since the researchers also carry out curator work and other museum services within their particular field of expertise – work which cannot be neglected for a year at a time. Thus, in the future shorter research periods may be more expedient in some cases.

4.2 Meeting with the museum curators

The museum curators who are not employed under “stillingsstrukturen” do not have any obligations, or formal entitlements, to conduct research, but several of the curators do so, nevertheless. The Panel met with 13 of the curators who carry out research activities.

Several of the curators emphasised the necessity of research for maintaining high quality curatorship of the respective collections. Likewise, the need for collaboration with external partners was emphasised as crucial, particularly because the skills of many of the curators (as well as of the researchers) were very specialised and needed exchange of knowledge with colleagues externally.

The Panel got the clear impression that the curators mainly perform research *con amore*, and mainly beyond their normal working time. At the same time the curators expressed a preference for being employed as curators, not researchers. The explanation given was that the curators were free to do whatever research they wanted to. But that it of course was difficult to find time to publish the results of the curators' research.

4.2.1 Budget for small research projects

The curators told that the Museum has a separate annual budget of approximately 500.000 DKK, to which can be applied for a few months leave for carrying through smaller research projects. Nevertheless it appears difficult for the curators to concentrate fully on research for some months, since their curator tasks and the attached user services demand daily attention. Still, it is thus a problem to publicise the performed research, despite the separate budget.

4.2.2 The Research Year

Furthermore, due to the daily curator work, the curators found it next to impossible for them to seek employment as senior researchers, as well as to take a full research year. Furthermore, in the light of the need for daily curator work, to which the researchers under “stillingsstrukturen” also contribute, the curators found the research year system too rigid and a burden for the remaining colleagues, researchers as well as curators.

4.2.3 Research profile

The research profile, and the borderline between research and curatorship, appears unclear for the curators – there appears, at the Museum, to be different perceptions of the definition of research. As one of the curators expressed it: “What we consider research, others may consider just updating in order to provide the best possible state of the art services.” Another curator told that a saying had been that “research is writing books”, i.e. the work is not research until it is in the writing/publishing process.

4.2.4 Regular meetings

The curators have observed a tendency at the Museum to clustering in small groups, typically within the individual units, and conducting research and exchange experiences within these. They find that this results in a high level of conservatism in the choices of research topics and methods. Therefore the curators expressed favour of arranging regular meetings in larger forums, between internal as well as external researchers and curators.

4.3 Meeting with Ph.D. students

The Panel met with 4 of the 14 Ph.D. students who at present have a (co-)supervisor at the National Museum.

4.3.1 Close connection to the Museum

The participants told that there is no common identity or clustering among the Ph.D. students. In return, the students were closely connected to “their” units and were considered as research colleagues and as “part of the team”. The attending Ph.D. students found this very positive and quite different from their position at the universities where they perceived themselves in a more isolated role and were considered “just students”. Nevertheless they found that they brought important knowledge back to the universities due to the close relationship to the artefacts of the Museum.

4.3.2 Research schools

The Panel was told that several of the Ph.D. students are connected to two-three research schools. The Ph.D. students found this demanding, and expressed in general that the demands for participation in research schools were too high.

4.3.3 Prospects for employment

As regards the future prospects for employment, the Ph.D. students were not over-optimistic, but highly aware of the difficult situation of the Museum with several-times reductions in the overall budget and several units being very small with very small research budgets.

4.4 Meeting with the heads of unit

The Panel met with 13 heads of unit. The heads of unit are responsible for administration, personnel and for coordinating research in their respective units. According to their employment conditions they are neither entitled nor obliged to conduct research. Nevertheless, several of the heads of unit do so. They consider it difficult to find the time for it, but some of them have had opportunity to be released from their head of unit duties to do research for a period, e.g. a month.

4.4.1 Research prospects

The Panel got the impression that there is a long tradition in the Museum for the heads of unit carrying out research, and that this tradition lays some expectation down on them. The meeting attendants told that in the previous structure of the Museum (before 1997) the heads of unit were entitled to, and did, carry out research. However, in connection with the implementation of the government circular on *stillingsstructuren* it was established that the heads of unit were neither obliged nor entitled to carry out research as part of their positions.

Several of the heads of unit found it important to have research experience, and conduct research from time to another, for being appropriate leaders of research. They found it thus important to have possibility for being released from their duties for a period from time to another to carry out research.

Other heads of unit found it sufficient, for good research leadership, to be in close dialogue with the researchers on the activities and on the research strategy of their respective unit.

4.4.2 Communication

Similar to the opinions stated by the researchers under “*stillingsstructuren*”, the heads of unit told that the overall management research policies are fragmented, and without hearing the heads of unit

in advance. They found this procedure un-fruitful and a source to frustration. Furthermore, they expressed an expectation for being involved in overall strategic discussions on the research of the Museum. The heads of unit are assembled ten times a year at the so-called *ledergruppemøder* (head of unit meetings). Still, the Panel got the perception that the communication is somewhat hampered by the physical distances at the Museum, making each unit live in its own universe.

4.4.3 Organisational structure

The heads of unit criticised the rather frequent occurrence of re-structuring in the period of the evaluation. There had been too little time to implement the previous re-structuring before a new re-structuring took place. The heads of unit were thus in high favour of keeping the structure at the status quo, and if necessary limit less successful elements of the structure. Like other groups of employees, also the heads of unit emphasised the need for the very close connection between the research, the collections and the services.

The group told that the Museum is working on establishing a central virtual library which is electronically accessible with records for all library items, including those of the de-central libraries of the units. It is expected to be complete in a few years.

Similar to the researchers, the heads of unit conveyed that the existing internal Research and Exhibition Committee in principle could function as an advisory group on strategic issues regarding research, and coordinate involvement of the heads of units in strategic discussions. However, they found that the Committee had not yet succeeded with working as such. They pointed out that all the heads of the units which are performing research should be heard in connection with formulation of research policy.

4.4.4 Overall research strategy

Like the researchers, also the heads of unit miss an overall research strategy. And as mentioned, the heads of unit wish to be involved, or heard, in connection with overall strategic issues.

The group expressed that some focus areas of research should be selected. Each area should be followed up by a budget and a cross-unitary steering group, as well as a number of emerging research activities with potential for becoming centres later on should be nursed. This was described as a three step rocket: A growth level with small innovative environments should be maintained. Further fuel should be given to the most promising of these environments. From that basis centres could be established. The abovementioned steering groups for such focus areas could be well inspired by the successful cross-unitary collaboration on the exhibitions of the Museum.

All in all the heads of unit shared an interest in promoting cross-unitary collaboration, but of course only when relevant. They underlined that some of the researchers conduct, individually, world-class research, and that this line of activity should be taken into consideration also in an overall strategy.

Furthermore, it was underlined that maintenance and advancement of the core research competencies of the Museum should be an important factor in an overall strategy.

Finally the heads of unit put across that the strategy should include publishing of the collections and communication with the public as highly important activities.

4.5 Meeting with the internal Research and Exhibition Committee

The Panel met with 3 representatives, related to research, of the internal Research and Exhibition Committee.

The Panel got the clear perception that the Committee has done an effort in terms of discussing research policy and strategy, but this work has been weighed down by more urgent work of a more routine nature. There appears to be uncertainty in the Committee as regards its role and competencies in relation to the organisational structure. The representatives see the Committee's role as advisory group to the board of directors, but it is unclear to which extent the Committee must, or can, establish dialogue with different groups at the Museum, e.g. the researchers and heads of unit. It was told that when the Committee had been heard previously by the board of directors on various issues, the time to respond had been too short to involve groups of employees with relation to research.

The Committee representatives declared high interest in focusing more, in the future, on strategic work and in strengthening the communication on this subject with the board of directors. Furthermore the Committee members present found it considerate to increase the dialogue with the researchers and heads of unit, across the units, in connection with strategic work. The meeting attendants also stated interest in having dialogue with the *external* Research Committee of the Museum.

4.6 Meeting with the research director

The Panel also met with the director of the Research and Exhibition Department, to which most of the units report.

4.6.1 Overall research policy

The Panel got a clear perception that the director has a high understanding of the importance of autonomy for the researchers for ensuring high creativity and quality in the research. The director told that he tried to not push a too rigid system down on the research environment, adding the old saying: "you can pull the horse to the trough, but not force it to drink."

At the same time he expressed high awareness of the importance for the research activities aligning with the political and societal needs and trends, and for conveying information and input from the Museum to the external environments dealing with research and research policy. He therefore participates frequently in meetings and other activities with these environments.

The research director informed that the Museum has formulated some common goals, i.e. some elements of an overall research strategy. Among others the Museum prioritises attraction of Ph.D. students, in order to create openness as well as to ensure continuity in the research expertise of the Museum. The director pointed in particular at the importance of continuity, since the average age of the Museum's researchers is 55. This policy for attracting Ph.D. students is reflected in a goal of attracting 3 Ph.D. students per year, included in the performance contract between the Museum and the Ministry of Cultural Affairs. The Museum has allocated an annual budget of 600.000 DKK for co-financing Ph.D. projects.

The research director also shared that the Museum has done an effort to increase its production of scientific publications in the later years, and has succeeded with this.

4.6.2 Barriers for research

The director sees some barriers for the research at the Museum: The budget reductions in the later years have of course been a barrier for allocating resources to new activities and to some extent to existing activities. Despite the Museum's attempt, hitherto, to maintain the research budget at constant level, it has not been possible to employ all the graduated Ph.D.s in post doc positions, and the Museum has closed down researcher positions in connection with retirements.

Furthermore the research director shared the general opinion that the intentions with the horizontal element in the vertical structure – the internal Research and Exhibition Committee – had not been sufficiently clear, and thus not fulfilled, as regards its role for communication on and formulation of research strategy in the organisation. He informed that the board of directors is at present discussing how to improve this situation, based on suggestions from the internal Committee of Research and Exhibition.

4.6.3 The Research Year

The research year concept was used for the first time in 2004, when 4 researchers used it. The research director conveyed that he finds the concept highly facilitating for the research and the scientific publication of the Museum, but he also sees problems with fulfilling the Museum's service obligations in the areas having only one expert. He thus agreed with the general opinion of the various groups of employees, namely that the research year should be used with flexibility. For example it could be divided in two, he said.

4.6.4 Education

The research director is member of the boards of three research schools, the one of cultural heritage, the one of archaeology and the one of maritime history – all of which the Museum has participated in establishing and Museum researchers act as lecturers/supervisors.

4.6.5 Relation between research and exhibitions

The research director sees the exhibitions deeply connected with the research of the Museum; and normally the researchers are deeply involved in the planning and implementation of the exhibitions within their field of expertise. Furthermore, the Museum has had success with inviting external research partners to debate and thus provide input to the planning of exhibitions. The director found the present exhibition, “Curfew”, on everyday life during the war 1940-45, a good example of the success with involvement of both internal and external researchers.

4.7 Meeting with the external Research Committee (NEF)

The Panel met with 3 members of the external Research Committee, including one of the three external members, and the secretary of the Committee.

As explained in chapter 3 (section 3.1), the external Research Committee is established in accordance with the ABM law. The law says among others that an advisory, external research committee must be connected to the institution.

The members present find the Committee placed in an isolated role, in terms of advice to the Museum as well as information from the Museum, e.g. on the Museum’s policies. This was exemplified by that NEF, several times in the last years, has advised the Museum to prepare an overall research strategy, without NEF having seen such a strategy. Furthermore, the members present pointed out that NEF has the possibility for meeting with the directors of the Museum, but not with the heads of unit, who actually have taken care of the research planning in the later years.

According to the NEF members present, all three *external* NEF members have concerns regarding the budget reductions of the later years. They find, among others, that reduced research resources will result in less qualified exhibitions than previously.

4.8 Meeting with the board of directors

The Panel met with all 4 members of the Museum’s board of directors.

4.8.1 The overall framework for the operation of the National Museum

The general director explained that the overall framework for the operation of the National Museum is defined in the Law on Museums (Museumsloven) and the law on ABM institutions.

Whereas most of the six other state museums report to the National Agency of Cultural Heritage, the National Museum reports directly to the Ministry of Cultural Affairs. The Museum and the Ministry agree on a performance contract which includes specific targets for periods of 4-5 years. Beyond the obligations of the performance contract, which to a high degree is based on proposals from the Museum itself, and the rules of the two laws, the Museum has a high degree of autonomy.

Thus, the Ministry does not interfere with e.g. the Museum's prioritisation of its research.

4.8.2 Budget reductions

Like all the other ABM institutions the Museum has suffered from reductions in the overall budgets in the later years. In 2002-2003 the Museum reduced the total staff with 80 employees. Here, the Museum made an effort to best possible maintain the research resources, in fact the board reported that the research area was the least cut. Instead, the infrastructure supporting the research activities was reduced. The directors conveyed that they find research one of the more vital activities, being one of the five main obligations of the Museum, but that the other fundamental activities of course had similar gravity.

The economical reductions, and partly substitution by external funds ear-marked to specific activities, mean that a still larger part of the budget is bound to predestined activities.

Due to further reductions, the general director expects it necessary in 2006 to reduce the staff with 15-18 people corresponding to a staff decrease of 4-4.5 % of the total staff.

4.8.3 Organisational structure

The board of directors emphasised that the uniqueness of the research of the Museum lies in its being collection based. Thus, they find it the right strategy of the Museum to have an organisational structure where the research is based in the units, together with the other obligations connected to the collections. The directors conveyed their awareness that the intentions with the internal Research and Exhibition had not been fulfilled, and that they were in a process of discussing how to improve in this field.

4.8.4 Research strategy/policies

The board of directors told that they find it important to engage in cross-institutional research partnerships and that the Museum allocates resources to guide the researchers in possibilities for externally funded projects, including cross-institutional projects. This is reflected in a high ratio of external finances – more than 50 percent in the later years – of the research budget.

The Museum is not significantly involved in EU projects, though, and is hesitant with taking the leading partner role in such applications, since it demands an extensive effort while the success rate for the applications is very low.

The general director emphasised that besides the aim at cross-disciplinary research and research teams, the Museum also needs the “lonely researcher”.

The board of directors also stressed the Museum's prioritisation of attracting Ph.D. students, as well as the problem on finding post doc positions for the graduated Ph.D.s (is further described in the section “Meeting with the research director”). The director of the Conservation Department told that the department aimed at formulating Ph.D. projects within its core priorities and with room for

employment afterwards. Thus, the previous (four) Ph.D. graduates supervised by the department had been offered permanent positions.

The research director added that this was the general ambition of the Museum. Currently the Museum has an ambition, to the extent that financing can be found, to offering research positions following the Ph.D. projects within runology, church archaeology and pollen analyses.

However, the general director pointed out that the Museum does not have the capacity for developing new, emerging research areas, such as e.g. museology. In such cases, the Museum is dependent on collaboration with external partners.

4.8.5 High job satisfaction overall

The general director informed about a recent general self-evaluation at the Museum, including a survey among all the employees on job-satisfaction. He reported that the job-satisfaction, for the employees overall, has increased significantly during the last years (78 % in 2001, 79% in 2003, 93% in 2004 and 94% in 2005). The response ratio in the 2005-survey was 68%.

5. The Panel's assessments and recommendations

This chapter contains the assessments and recommendations of the Evaluation Panel, structured in compliance with the issues for assessment indicated in the Terms of Reference for the evaluation.

5.1 The framework and conditions for the research of the National Museum

The Panel's assessments regarding the framework and conditions for the research of the Museum include assessment of the economical framework (human resources, dimensioning and recruitment of researchers) and of the research policy/strategy.

5.1.1 Economy

The Panel understands that the Museum has suffered, in the evaluation period, from reductions in the appropriations. It is our clear impression that the Museum has made an effort to give priority to the research resources and activities despite the budget reduction – reportedly, the research area was the least cut when the public base funding was reduced in 2002/2003.

The economical reductions mean that a still larger part of the budget is bound to predestined activities, leaving smaller room for the research which is selected and directed by the researchers themselves. Well aware that all five main obligations of the Museum must be given sufficient attention – and budget – we nevertheless wish to emphasise, here, that research is an indispensable part of the Museum for maintaining its position as a unique institution in a national as well as international perspective – the uniqueness would be lost, if the research expertise vanished. Furthermore, “free” research is an essential pre-condition for maintaining and advancing the core research competencies of the Museum – which again is essential for continuing being an attractive collaboration partner to external research groups.

5.1.1.1 Internal and external research funding

The Panel has noted that the Museum has been partly compensating for the reductions in appropriations by attracting further external funding to the research. In the later years, more than half of the research budget is externally financed. However, we were told that the success-rate for external applications has dropped in recent years, due to the cuts of staff in 2002-03.

The ability of the Museum to attract external funding, much of which comes from national and international research funds, reflects a high quality and relevance of the research activities of the Museum.

We commend this and find that the Museum has a potential for attracting even further external research funding, e.g. from the EU Framework Programmes.

However, we wish to emphasise the importance of allocating a certain amount of internal financing (appropriations) to the research. Internal financing is necessary for maintaining the core competencies and core activities of the research related to the collections – activities which are essential also for maintaining the Museum as an attractive collaboration partner. Internal financing is also necessary for co-financing projects which are partly externally financed. For example EU projects may demand a self-financing of approximately 50%, and several other funds demand self-financing of the overhead costs connected to the projects, these typically constituting up to 20% of a project's costs. In this connection, the costs for applying for funding should also not be neglected in this connection – e.g. the EU funding may in some cases demand resources which are significant compared to the chances of achieving the funding (it is well known that the success rates of achieving funding from the EU programmes may be 10 % or lower and that this situation is at worst in the present 6th Framework Programme.)

Recommendation:

Thus, in order to the Museum being able to maintain its position as an attractive collaboration partner, as well as still obtaining comprehensive external funding, we recommend the Museum to ensure an appropriate balance between internal and external financing of the research.

5.1.2 Research strategy

The Panel finds that the individual units have succeeded with formulating research plans which are relevant for, and well connected to, the collections. The research plan formulation at unit level is conducted in connection with the units' formulation of their work-plans, thus systematised in a proper way.

However, for the Museum as a whole, a clear research strategy and plan appears to be missing in periods, including the last years, of the evaluation period. A detailed overall research strategy was presented in *Nationalmuseets forskning* (Research of the National Museum, November 1996), but was apparently not updated nor referred to in connection with the restructuring in 1998. It is not until *Forskningsplan 2000-2003* (Research Plan 2000-2003), that the Museum again presents an actual (but more limited) overall strategy, and specific plans and objectives for each of the ten research areas and for research centres for 2000-2003. Again in 2002 some research policy and aims, as well as a research profile, was formulated in *Forskningsredegørelse, Nationalmuseets forskning* (Research account of the National Museum, December 2002). This report refers to *Forskningsplan 2000-2003* and presents updated views on the research strategy, at an appropriate point of time in the view of the restructuring in January 2003. But we have noted that it is not used as the research strategy of the Museum – underlined by the fact that the External Research Committee of the Museum (NEF) has called, and still calls, for an overall strategy during the last couple of years.

As regards fulfilment of the previous strategies, some of the plans have been realised, among others establishment of a Greenland research centre (SILA) in 2000, establishment of a secretariat for coordinating the research in 2000, and implementation of the *research year* concept which ensures time for research (2004). Several of the initiatives planned in the strategies have not been realised. We find this understandable, particularly in the view of the re-structuring in 1998 and again in 2003, and the disturbances that follow of such changes. However, in our opinion, the Museum

should have made overall follow-up on the strategy with regular intervals, evaluating what was achieved, what was not, and why.

In other words, the Panel finds that the Museum, and the research of the Museum, may benefit highly from continuously having a clear, well founded research strategy. The research staff and the collections constitute a vast potential for advancing the scientific knowledge about the cultural heritage. Due to the budgetary limitations this potential is, naturally, far from fully used. A strategy can promote better management of the potential and optimise the use and benefits of the, after all, limited budget for research. Furthermore, clear directions for the research priorities and activities will facilitate the job satisfaction of the researchers.

Recommendation:

The Panel recommends the Museum to formulate an overall research strategy based on analysis of the present research activities and core competencies. The strategy should relate to the state of the art in relevant research fields and current social discourses. In addition, it should aim at maintaining and advancing the core competencies of the Museum's research environment by facilitating development of new methodologies and approaches to the collections. Such maintenance and advancement are necessary for the Museum maintaining its position as a unique museum which is attractive at world-level.

At the same time, the strategy should of course be closely related to the other main obligations of the Museum. As important as the research is, the other four main tasks are equally important for the Museum to fulfil its purpose, and all five are mutually dependent.

Furthermore, we recommend the Museum to carefully consider a possible prioritisation of research areas, particularly in view of the expected further budgetary reductions in 2006. The research groups/fields must be maintained at or above critical mass for being sustainable at a longer term. Once a field/group is below critical mass, it may too easily disappear – being very difficult to re-establish later.

Finally, activities conducted in other museums and the universities should be taken into consideration. As regards the latter, the External Research Committee of the Museum (NEF) may provide valuable input to the strategy, and we therefore find it natural to involve NEF as a hearing partner before the Museum decides finally on strategies.

If the three mentioned strategy documents of the Museum had been updated at regular intervals, and adapted to the varying situation and framework for the Museum's research, they could have constituted an appropriate overall strategy during the whole period for the evaluation. Thus, the overall research strategy formulated in November 1996 (*Nationalmuseets Forskning Nov. 1996*) was a sound, modern strategic approach, which may be inspirational for the Museum in connection with formulating an overall strategy for the years to come. Here it should be noted, also, that the document was supplemented with *Forskningsplan for Nationalmuseets Fagområder, 1997-2001 (Nov. 1996)* which presented sound and thorough research plans for the individual units.

5.1.2.1 Cross-disciplinary research activities

An overall aim at engaging in cross-disciplinary projects – with external as well as internal partners – was expressed during the Panel's meetings with the board of directors as well as the heads of units and the researchers. We commend this aim and agree that the Museum has a high potential for expanding its cross-disciplinary research activities. Cross-disciplinary actions, in the form of e.g.

centres, have proved to be a good way to collaborate. The existence of Centres may be flexible in terms of time and objectives, and can thus support a necessary dynamic development, where areas or groups with innovative potential can be given life support for a period. Centres form part of a modern dynamic museum – it allows increased focus on particular themes for some years and follow-up and re-prioritisation if relevant.

An effort on expanding the cross-disciplinary activities will demand internal (co-)funding – as seen with the continuation of SILA – and since internal funding is limited, it will be necessary to prioritise. It is thus necessary to point out focus areas which have particular strengths, competencies or potential, and where the “stakeholders”, i.e. funds and collaboration partners are particularly interested. When selecting focus areas, it is not enough to point out a few activities in expectance of everything becoming a success. As pointed out in one of the meetings at the Museum, it is necessary to grow, i.e. support internally, an emerging forest of activities with innovative potentials, from which a few larger cross-disciplinary projects can be harvested.

Done in the right way, this may well advance the core research competencies, including facilitation of new scientific approaches to the collections. But to be realised, policy of cross-disciplinarity must developed on basis of the recommended detailed and holistic strategy. Cross-disciplinary projects should not be promoted purely because of the current general prioritisation of cross-disciplinary and inter-institutional activities.

Recommendation:

The Panel recommends the Museum to include, in its overall research strategy, a plan for developing cross-disciplinary research activities focused on areas with particular strengths, competencies or potential. As proposed during the meetings at the Museum, the plan could concern launching of a three step rocket:

1. Grow and maintain a forest of several small initiatives (nurture the small innovative environments)
2. Select and promote the most promising and vital/solid of those.
3. Form research centres of the best of these, like SILA.

5.1.2.2 The “lonely” researcher

At the same time, the Panel notes with satisfaction that the Museum includes room for the “lonely researcher”. We find it wise to have a combined portfolio of free initiatives and projects initialised for strategic reasons. After all, within research, the most innovative ideas and the large breakthroughs often arise from the independent, free research, including new innovative efforts and ideas which may advance the core competencies of the Museum – by advancing state of the art.

5.1.3 Human resources

As previously indicated, information on the historical development of the human resources allocated to research at the Museum has not been available for the full evaluation period. In particular, data material for 1995-97 is insufficient. The lack of information has hindered the Panel in getting a full overview of the research resources and changes in resources, in particular in relation to the re-structuring in 1998.

During the meetings at the Museum, we were told that the total staff of the Museum was reduced with 80 employees in 2003. As mentioned in section 5.1.1, the Museum made an effort to best possible maintain the research resources – reportedly, the research area was the least cut. Instead, the infrastructure supporting the research activities was reduced (this is further addressed in 5.2). Furthermore, we were told that in 2006 the Museum expects to reduce the staff with 15-18 people corresponding to a decrease of 4-4.5 % of the total staff.

Recommendation:

The Panel is concerned that further research staff reductions may jeopardize the research status of the Museum. When imposed, further reductions should take social elements, such as natural retirements, into consideration in the first place, but reductions should of course also be based on an established research strategy, and taking into account the preservation of a minimum critical mass in the research groups.

5.1.3.1 The Research Year

The Panel acknowledges the Museum's implementation of the Research Year from 1 January 2004, where each researcher employed under "stillingsstrukturen" (i.e. employed with both obligation and right to perform research of similar extent as scientific employees at universities) may use every third year for research exclusively, e.g. to writing a monograph. We find that the implementation of the research year is in full compliance with the framework of "stillingsstrukturen".

The Research Year initiative reflects the high prioritisation given to research by the Museum, and it is indeed facilitating the productivity and quality of the research, which otherwise, may suffer at the cost of the daily work with the other main obligations of the Museum. This is particularly important in the situation of the Museum, where each researcher holds a highly specialised expertise, which is demanded also for the Museum's fulfilment of its other four main obligations.

On the other hand, it is difficult for a unit to have appropriate and sufficient expertise for other Museum tasks available, when one or more of the experts are on leave for doing research exclusively. We thus understand very well the practical difficulties inherent in the Research Year concept, and with assigning full years to research.

We therefore support the Research Year initiative, but also support the attempts to avoid rigid rules about it – or rigid individual implementations of it. However, no matter the flexibility, the plans for and times of the research periods (e.g. divided into 3 months periods) should be clearly scheduled and defined.

5.1.3.2 Recruitment policy

During the meetings at the Museum, the Board of Directors and several other staff groups expressed the importance of recruiting new researchers. The Museum thus allocates a pool of 600.000 DKK per year for (co-financing of) Ph.D. projects connected to and co-supervised by Museum researchers.

The Panel finds that this policy *both* meets the educational demands to the Museum being an ABM institution *and* facilitates continuity in the expertises of the research staff. The Museum's awareness of the necessity for continuity is particularly important, since the expertises of the researchers are often highly specialised. A new generation of researchers in these highly specialised fields can only be properly educated in close connection to the Museum.

Furthermore the Ph.D. projects create bridges to the universities and their research; and it provides splendid opportunities for moving beyond the traditional "collection guided" research, and e.g. developing new approaches to the collections. In other words, the Ph.D. projects can contribute to advance the traditional collection oriented research, and thus advance the core competencies of the Museum.

We note with satisfaction that the Museum has succeeded with attracting several Ph.D. students. The number of Ph.D. students having a co-supervisor at the Museum has varied between 9 and 15 in the period 1997-2004 (the Panel has not seen numbers for 1995 and 96). In several cases it has been possible to establish a Post Doc position for a Ph.D. connected to the Museum. Among others, the Conservation Department has succeeded, hitherto, with offering employment to all their previous (4) new Ph.D.s, also because they have carefully selected the Ph.D. studies, in advance, to comply with their research plans. Likewise, Ph.D. programmes in runology, church archaeology and pollen analyses are linked, but without guarantee, to future retirements of specialists in these fields.

However there appears to be insufficient means for establishing Post Doc positions to *all* connected Ph.D. graduates, not to speak of senior researcher positions later on. Thus, in some of the Ph.D. projects on new research approaches, e.g. in the field of museology, there appears to have been insufficient resources to follow up and continue development and implementation of the approaches. Securing Post Doc positions may be supported by participations in European projects.

We commend the Museum's policy on attracting Ph.D. students for ensuring the continuity of the Museum's research expertise. Continuity of the research skills is necessary for maintaining the collections vital, making them available for the public as well as external researchers and other users, and for continuing as attractive collaboration partner for both Danish and international researchers, museums and others.

Recommendation:

The Panel is aware that the research budget puts some limitations on the realisation of the continuity. Nevertheless, we find that the continuity and renewal could be further strengthened, were there an overall research strategy and prioritisation of expertise areas, since this could include some pro-active choices on which areas it was most essential to continue and/or renew.

5.1.4 The External Research Committee (NEF)

The Panel has observed that the External Research Committee is given an isolated role, in terms of communication with the Museum and the possibility for advising on the Museum's research policies. Several times in the last years of the evaluation period, NEF has advised the Museum to prepare an overall research strategy, but as indicated previously an overall strategy has not been prepared.

The Panel finds that the Museum could benefit from involving NEF in the recommended strategy formulation. NEF can work as hearing partner and advisory panel on this and other issues, e.g. when prioritising between the Museum's research applications to e.g. the UMTS funding.

The Panel wishes to emphasise, though, the importance of the Museum running the strategy formulation process internally, and having the final word.

5.2 The planning and organisation of the research

The Panel commends the focus of the Board of Directors as well as the heads of units on research as a vital part of the Museum, including the awareness of that research is necessary for preserving and maintaining the collections and the Museum maintaining its worldwide position as a unique institution.

5.2.1 The organisational structure

The Panel finds the present matrix structure of the organisation, implemented from January 2003, appropriate. It holds both vertical and horizontal elements, and facilitates two-way communication better than the previous structure. Furthermore, it reflects the need for close connection to the collections. The structure has a high potential for functioning as a good platform for both managing the research, for formulating and continuously develop an overall research strategy, including initiation of new research initiatives, in the units and across them, as well as with external partners, nationally and internationally.

5.2.1.1 Lack of internal communication

However, it is the clear impression of the Panel that despite the appropriate organisational structure, the communication about research and research planning in the organisation is suffering, both top-bottom and bottom-top, and for that matter also horizontally, between the units. Thus the overall research policy of the Board of Directors is not penetrating down the organisation to a sufficient extent, to the units and the researchers. Likewise, the overall research policy is not sufficiently based on the extensive, qualified and diverse pool of knowledge held by the heads of unit and the researchers. The lack of penetration is of course further substantiated by the lack of a clear and detailed overall research strategy.

At some points, though, the internal communication appears to function well. First as regards the research collaboration in connection with the exhibitions. Second it should be noted, here, that the Conservation Department is different in the terms of communication, due to the different structure. The department manager is member of the Board of Directors, and the communication with and between the 4 conservation units appears to function well.

5.2.1.2 Committee and Forum

The internal Research and Exhibition Committee has an un-exploited potential for facilitating multi-way communication in the organisation, and for contributing to process on strategy formulation, which involves groups and individuals at all organisational levels.

Recommendation:

Therefore, the Panel recommends the Museum to reconsider the composition and the terms of reference of the internal committee for research and exhibition.

We have noted that the Committee has focused more on the “daily work” tasks, such as e.g. planning and implementation of exhibitions, than on the strategy work. This is not directly a part of the terms of reference for the Committee, but nevertheless a reformulation of them may help to clarify the intention of the Committee working with strategic issues only.

Specifically, in order to facilitate the strategy work in the future, we recommend that the terms of reference focus further on developing the research environment, overall planning and strategy formulation and avoid tasks of a more routine nature.

The Terms of reference could include, also, an obligation for establishing and assembling a research forum comprising all staff connected with research, irrespectively of formal position in the Museum. By focusing on the dynamic and creative character of all research, the forum could be a way of developing the large research potentials within the Museum. It could be a place for guest lectures and seminars across the units as well as a platform for discussing research activities, plans, perspectives, experiences etc. The discussions should contribute to the Committee’s preparation of proposals on research strategy, including research preferences and priorities, organisation of the research, budget and strategic actions for facilitating and advancing the research, as well as relations of the research to the other main activities of the Museum.

Furthermore there could be a formalised procedure for the Committee meeting regularly with the Board of Directors in order to discuss and decide on the strategy proposals.

In addition, we recommend the Museum to send the Committee’s proposals in hearing at the External Research Committee, NEF, before the Museum decides finally of the strategy. NEF, with its external representation, may provide valuable input to the running development of the research strategy.

As regards composition of the internal Research and Exhibition Committee, one possibility is to include further members which are involved in research, and to let the members be elected by the Forum.

5.2.1.3 The infrastructure servicing the research activities

Centralised services

The infrastructure servicing the research includes the research secretariat. The tasks of the secretariat include secretarial assistance to both the external and the internal research committee, preparation of the annual research report as well as coordination of and assistance to applications for external funding.

In general, the Panel has observed that the researchers express satisfaction with the effort of the research secretariat. Nevertheless the Panel finds that the research of the Museum may benefit from further resources being put into the infrastructure on assistance to external funding. This could, for

example, be in the form of a strengthened central service to this activity. Not least, this could support the Museum's possibilities for preparing proposals to activities co-funded by the EU Framework Programmes – proposals which are quite time-demanding to prepare, but which could be supportive to the securing of Post Doc positions.

Furthermore, resources for servicing the internal Research and Exhibition Committee may need to be strengthened in order to support the realisation of the Committee's intended work.

Finally, the Panel has noted that the Museum's libraries primarily are placed locally, in connection with the units. In this connection the Panel commends the ongoing effort on making a full, common virtual library which comprises records on all periodicals, books etc. of the Museum, and which is available electronically. This virtual central library will promote the full use of the available sources. With the central virtual library, the Panel finds it highly expedient to continue having the libraries physically placed with the units, i.e. each publication placed close to its main users. As part of the central library service at the Museum, means to subscribe for electronic periodicals should also be allocated.

Infrastructure in the units, supporting the research

The infrastructure within the units, for assisting the researchers, appears to have been cut-down to an absolute minimum during the evaluation period. In the view of the Panel, this part of the infrastructure is below what it should be. At present, the researchers have to conduct, themselves, various time-demanding functions including administration, copying, library management etc. Lack of such support for such activities drains, to a considerable extent, the research resources.

During its visit in October, the Panel was informed that the research staff in some cases hardly have the resources to using (all) the obtained external financing. This fact further emphasises the need for increasing the infrastructure resources, in order to release expertise for actually doing research.

Recommendation:

The Panel thus recommends the units to carefully consider the (re-)establishment of an appropriate balance between, on the one hand, human resources for assisting the research, and those for the actual research on the other.

In fact, the Panel observed, and commends, that one of the units had established a better balance between research and assistance resources by converting a free, part-time senior researcher position to a full time support position.

5.2.2 Reporting on the research

The annual research reports have been improved over the later years of the evaluation period, among others based on suggestions from NEF. By and large, the Panel finds the reporting sound, presenting relevant and comprehensive information, and notes with satisfaction that the 2004 report on research provides better overview than the previous reports, e.g. of the research budget and financing in the later years.

Recommendation:

Tables and curves showing the development over time of core knowledge such as budgets, financing and human resources (totally and for various organisational elements and part tasks) are highly relevant for management and strategy formulation - not least in periods of cut-downs and re-structuring. Therefore the Panel recommends the Museum to continue the improvements of the annual reports by including further information of this kind.

5.2.2.1 Self-evaluation

The Panel has, after its visit in October, become aware that the Museum, as a whole, performs a self-evaluation each year. It is the impression of the Panel that the research is only briefly addressed in this self-evaluation. It might be considerate to self-evaluate the research activities perhaps not every year, but at regular intervals, for use as background for the research management and strategy formulation. Furthermore overall *self*-evaluations would be very helpful for providing overview to external evaluations.

Recommendation:

The Panel therefore recommends the Museum to conduct a self-evaluation of the research overall with regular intervals, and as a minimum for each period which is evaluated by externals. Initiation and completion of overall self-evaluations could be a task for the internal Research and Exhibition Committee in communication with the Forum proposed by the Panel.

It may be worthwhile to consider unit-wise or department-wise self-evaluations, e.g. annually, and attaching reports on these to the annual research report. Such Small scale self-evaluations could be helpful for the overall self-evaluation,

5.3 The extent, quality and relevance of the research

This section concerns the extent, quality and relevance of the research in a scientific perspective, and the relevance and quality of the research activities as basis for ensuring highly qualified servicing of the users of the National Museum (advising, the other museums, maintenance of collections).

The Panel finds that research carried out at the National Museum is vital for Danish research in humanities and conservation science on the whole, since the academic environments in these fields are small and few in Denmark. Several of the research areas in the Museum are covered by one or two university departments only. A necessary scholarly competence and dialogue within Denmark is therefore to a large degree dependent on the quality and extent of research at the National Museum.

The Museum has succeeded in conducting extensive and diverse research, some of which has world-class quality. The research staff is very well qualified and highly regarded among peers, as well as among various users of the services of the National Museum. This assessment is based on our overall (qualitative) impression of success and a high activity level, in terms of educational work (lecturing, supervising and examining at university level, participation in research schools, etc.), collaboration with university researchers and museal partners nationally as well as

internationally, publications, projects and temporary exhibitions based on research. (To fully understand the research contributions in museums compared to universities, the research which is carried out as an integrated part of the production of big exhibitions must be taken into consideration, as well as the notion that this is time-consuming work. Consequently it is necessary to consider the extent of publications in relation not only to research projects, but to exhibition productions as well.)

The research of the Museum is unique because of its close relation to the collections. However it also involves a risk for the collection related research becoming so imperative that it overshadows other types of research. Particularly, in a time of budget cut-downs there is little room for moving beyond the traditional collection-oriented research and e.g. developing new theoretical approaches to the collections.

In fact, we got the clear impression that the cuts and re-organisations have moved the staff to the limits of its capacity, especially in relation to the other activities at the Museum. Since the researchers and senior researchers at the Museum are overall very well qualified, the best research results are visible in the economically and organisationally most privileged areas, i.e. in the Research Centre for Maritime Archaeology in 1993-2003, in SILA, Greenland Research Centre from 2000 and in the Conservation Department. This underlines that there is a clear relation between economy, special research conditions and research results. Further economical cutbacks will undoubtedly hit both the extent and quality of research at the Museum, and consequently hit humanistic research in general in Denmark.

Furthermore, it is our impression, overall, that the defined research areas are highly relevant for the research responsibility that rest upon the Museum, in respect to the collections and the exhibitions. Finally it is our impression that the performed research is a highly relevant basis for the Museum providing qualified services to the users (advising, the other museums, maintenance of collections).

On the basis of the above assessments, the Panel has not found it relevant to convey any overall recommendations as regards the extent, quality and relevance of the research.

Our evaluation above of the extent, quality and relevance of the research is based on a qualitative analysis, not on comparative or quantitative analyses. This is in full compliance with the Terms of Reference for the evaluation as well as with the organisational and economical framework for the evaluation.

Furthermore, and in full compliance with the Terms of Reference, the available quantified data and overview information have not been sufficient for conducting comprehensive or comparative assessments in terms of extent, quality and relevance of the research. Among others, the Panel has not, in this sense, had access to sufficient quantified data regarding human resources used for the various research projects and for tasks such as research related to exhibitions, editorial work, participation in scientific committees, external collaboration and educational tasks (e.g. lecturing and examination at universities). Some quantified data for research projects and scientific publications are available from 1997 and forward. From 2000 and forward, quantified data for publications and research projects are available *per research area*. Numbers of peer reviewed publications have not been available. Numbers of employed researchers for the ten different research areas and SILA are provided from 1998 and forward.

In accordance with the Terms of Reference the evaluation is primarily an evaluation of the Museum's research as a whole. Nevertheless, in the following we have included sections with qualitative assessments of each of the ten research areas as well as of SILA, the Greenland Research Centre (sections 5.3.1-5.3.11). These sections address the extent, quality and relevance of the research, but include also organisational and managerial matters, and not least our impressions of the activities and the units related to the research areas. In principle some of this information belongs to sections 5.1, 5.2, 5.4 and 5.5. However, we have found it most effective and reader-friendly to assemble all the information related to the individual research areas and individual units in sections 5.3.1-5.3.11.

We wish to emphasise that the sections on the ten research areas and SILA (as well as the evaluation as a whole) are based on the provided background documents, including a number of selected scientific publications, and on the information provided during our meetings with the Museum units involved in research as outlined in the meeting programme.

As a consequence, sections 5.3.1-5.3.11 are very heterogeneous in terms of structure and content, and they are **not** a proper basis, nor intended to be so, for making any comparison between the research areas or between the units conducting research. The purpose of the sections is to add specifics to our overall assessments and to provide input – to the individual research areas and the units – on our perception of the specific activities.

Also the diverse content and organisation of the research areas contribute to the heterogeneous structure and content of the sections. E.g. in terms of organisation, in some cases a research area lies 100% within one unit, and the unit does not deal with other research areas. In other cases, the situation is another – with several research areas in one unit or several units dealing with the same research area.

5.3.1 Prehistoric archaeology

The research area Prehistoric archaeology is carried out by the unit Danish Prehistory and the current cross-interdisciplinary centre SILA. Close to the end of the evaluation period the unit embraced three research areas: *Prehistoric archaeology*, *Maritime archaeology* and *Natural science related to cultural history*. As a consequence of the cut-downs and the reorganisation at the National Museum in 2003, Maritime archaeology (The National Museum's Centre for Maritime Archaeology) merged with the Viking Ship Museum the following year and is no longer part of the unit. The unit's scientific staff was seriously reduced due to the cut-down in the maritime archaeology staff from 5 researchers in 2002 to 0 in 2003 and henceforward (see table in section 3.2.2). However, the merging at the same time with the previous Natural Science unit led to inclusion of 6 staff members in 2003 (but also the Natural Science staff was decreasing, from 9 in 2002 to 6 in 2003 and 4 in 2004). Other consequences of the reorganisation were that the restoration of ancient monuments was transferred in 2003 to the National Museum from the Central Heritage Administration.

During our meetings, both the head of unit and the researchers expressed concerns regarding how cuts and repeated reorganisations affected the research at the unit. Still, there is definitely a great potential in the unit, with highly skilled scholars having detailed knowledge of their materials.

Prehistoric archaeology (covering the time span from the Palaeolithic until 1050 AD) has been a pillar within the National Museum ever since the days of C. J. Thomsen. For long archaeological research on Danish prehistory was mainly conducted at the National Museum but since the mid 20th century its disciplinary “monopoly” has fragmented. Still, the Museum is central to research on Danish prehistoric archaeology, rivalled only by the archaeological units at the University of Aarhus and the University of Copenhagen.

In 2004, the research staff within Prehistoric archaeology consisted of eight persons, whereof three senior researchers, two project researchers, one senior advisor employed under “stillingsstrukturen” for research, and one Ph.D. student. During the cuts in 2002-2003 the research area lost one senior researcher (Bronze Age) and two positions outside the “stillingsstrukturen” related to rescue excavations. Apart from research the (permanent) staff is involved in a number of antiquarian duties (treasure trove, restoration, rescue excavations), exhibition work and to some extent collection management.

The National Museum houses one of the major collections of prehistoric artefacts in the world and the empirical foundation for archaeological research is near to unique in a European context. This foundation clearly constitutes a great potential for research even if it also may act imperative on the way this research is conducted. Judging from scientific publications, reports, research projects and interviews with staff, it seems fair to conclude that the archaeologists here situates their research well within the tradition established by their eminent predecessors at the National Museum, a tradition which has given Danish archaeology its deserved reputation as a major stronghold of European archaeology. The main hallmark of this tradition, also reflecting its institutional base, is solidly empirically based research combined with a consistent eagerness to communicate its results to the public. It is interesting - and enviable – for the Panel to note how Danish archaeology also as practiced at its major research institution continues to be what is now often theorised as “community archaeology”. The impressive four-volume work “Danmarks Oldtid” (The Prehistory of Denmark) by Jørgen Jensen, may be seen as a monumental embodiment of this effective history.

Research projects are quite numerous and the research area seems prosperous in providing substantial external funding. The themes of research reflect a rather traditional culture historical conception of archaeology and are mostly chronologically confined (within the major prehistoric periods). Despite impressive synthesis like Jensen’s, cross period research is still rare. There are of course several notable exceptions to this picture, such as the war, defence and aristocracy project and the one on Bronze Age religion. The long standing emphasis on the (chronologically and typologically ordered) material as the archaeological “base of footing”, is conspicuously reflected in the continued priority assigned the publication of complete surveys of major categories of find, such as the long running project “Die Funde der älteren Bronzezeit” (cf. also report by P. O. Nilsen, dated 30.09 2005). This dedication to systematise and make available the archaeological source material is of course very important and legitimate. However, there is a lurking danger that this base line research may overshadow other aspects of research. When also taken into account the workload associated with antiquarian duties and exhibitions, the time to develop new research agendas and approaches and to do theoretical and methodological studies may be just too limited.

The scientific staff at prehistoric archaeology is productive in terms of publications. Reflecting the Museums’ public mission and the above-mentioned public orientation of Danish archaeology, a large portion of these can be characterised as general/popular. Scientific papers are mainly published in national journals and anthologies. Few papers are published in international peer-

reviewed journals and edited volumes. A relatively large portion (including monographs) is published in local (if not internal) series, by local publishers and/or in volumes edited by staff colleagues. These are often high quality publications but the drawback is that they escape the systematic judgement of external experts/reviewers and give low score judged by prevailing international criteria of academic publishing. This may to some extent impede the researchers' access to the international professional world of peers.

Compared by the numbers of archaeologists visiting the National Museum, relatively few of the staff travels abroad to conferences and to do research. Foreign scholars visit mainly in order to study finds. The involvements in international research projects and networks are low. Being the conclusion also of the previous evaluation panel (pp. 34-35), actions taken to facilitate increased internationalisation seem wanting or without the desired effects.

5.3.2 Natural science related to cultural history

Cooperation between archaeology and natural science was developed very early in Denmark, starting with the first "Køkkenmødding kommission" in 1848, and formalized with the foundation of the "Bog laboratory" in 1943 at the National Museum. This laboratory then became the Department of Natural Science in 1956. In 2002, after several reorganisations, it became part again of the Unit of Danish Prehistory.

At present, four different research areas are covered: archaeobotany, geobotany, wood anatomy and dendrochronology. A radiocarbon dating facility was closed in 2002. In 2004, the total staff was composed of 4 Full Time Equivalent of scientific staff with research obligations, 1 Ph.D. student, and less than 2 FTE technical, administrative staff. This is about half the capacity reported in the 1995 evaluation report.

Natural scientific work is executed in close collaboration with colleagues within the Danish prehistory unit. This is certainly an advantage with respect to that collaboration. On the other hand, the scientific work in this unit is executed in a way quite isolated from other natural science researchers, who are housed in the Conservation Department. This may be a disadvantage with respect to the optimal use of human, technical and financial resources, certainly on the mid-term. A major concern needs to be the preservation of communication lines between the disciplines. Such lines may be improved between a merged natural science research group and the Archaeology unit of the Conservation Department. The merging of groups committed to giving analytical scientific support to other units within the Museum is likely to strengthen the position of natural scientific research as an activity and to improve its visibility and strength within an overall research strategy. It is also likely to improve the communication between the scientific researchers involved.

Research projects refer to Denmark mainly, to the larger Baltic region on a few occasions only. This geographical limitation in the international collaboration is acceptable within the mission of the Unit. However, collaborations with the relevant projects of the Conservation Department are not visible, though they were reported to exist. The highly appreciated scientific quality of staff is reflected in their commitments, also beyond the National Museum's structure to teaching, examination, refereeing and the periodical organisation of seminars.

There seems to be a quite constant production of publications by the department. When taking two consecutive years together to avoid accidental peaks, and when using only tables from years where the contents are comparable, the production in 2000/2001 was 29, that of 2001/2002 was 23, that of 2002/2003 was 24 and that of 2003/2004 was 15. In general, there seems to be a good balance between papers in peer-reviewed journals and monographs, in popular editions and in conference proceedings over that same period. A peer reviewed article, apparently accepted without revision, seems to be a well documented study on a relevant subject.

5.3.3 Maritime archaeology

For a period of ten years (1993-2003) the Research Centre for Maritime Archaeology was supported by grants from the Danish National Research Foundation. The Centre was established in 1993 in Roskilde and worked in close cooperation with the already existing National Museum's Institute of Maritime Archaeology (NMU – Nationalmuseets marinarkæologiske undersøgelser) and the Viking Ship Museum, Roskilde. The conditions for research at the centre were excellent and staff, associate researchers and Ph.D. students could devote themselves entirely to maritime archaeological research. In these ten years the Centre and maritime archaeology in Denmark developed into a world leader in Maritime Archaeology. After the period of ten years funding the centre was dismantled in 2003 and two researchers were embedded in the National Museum (see below). In addition to the closing of the Centre of Maritime Archaeology cutbacks of budget and staff of the National Museum resulted in the merging of the Institute of Maritime Archaeology (NMU) with the Viking Ship Museum in the following way: The National Museum maintains its responsibility by financing antiquarian duties, archive and library functions at the Viking Ship Museum, which is also managing the National Museum's collection of historical ships.

In the period 1993-2003 research at the Centre for Maritime Archaeology was well organized in a strategic research plan. In the two periods of each five years of its existence, seven research programmes were started and successfully carried out, although part of the publication programme could not yet be completed. The ambitious programme included not only topics like the technology of ship and boat, necessary to understand the ship's hull as a complex artefact, but also topics as 'Seafaring and society' and the organization of the research seminar 'The Ship as a Symbol'. The success of the organization is also reflected in the scientific meetings and workshops organized during those ten years and the development of technical skills for measuring and reconstructing ship's hulls and the realization of practical tests to study the properties of ships and boats. After 2003 the maritime archaeology research area became part of the unit of Prehistoric Archaeology. In the documentation presented to the Panel four major projects are mentioned, originating from the period of the Research Centre: two on shipwreck sites in their context and two projects on prehistoric themes with maritime aspects. At first glance these projects lack coherence.

Research at the Centre for Maritime Archaeology was of the highest quality and resulted in 370 monographs and articles of international standard. Many projects have been initiated and were finished with final publications, like the admirable 'Atlas over Fyns kyst'. The National Museum's evaluation committee of 1995 recommended to focusing on the publication of old shipfinds. During the lifetime of the Centre five volumes were published in the series 'Ships and Boats of the North' setting the international standard for the publication of historical shipwreck sites; other volumes are forthcoming. After the closing of the Centre, research is still of high quality. Judging from the

published articles the perspectives of the four current projects, run by experienced researchers, are favourable.

The location of the Research Centre at Roskilde Fjord in the closeness of the Viking Ship Museum offered stimulating possibilities for interaction between researchers, Ph.D. students, technical staff and support staff. The Centre cooperated with institutions and universities in Danmark as well as abroad. The Centre also attracted many scholars, Ph.D. students and guest researchers from abroad and an excellent environment was created for interdisciplinary maritime archaeological research, supported by the facilities of the Viking Ship Museum for conservation and reconstruction of ancient ships and boats.

The results of ten year research became available to a wide audience through monographs and articles published in Danish as well as foreign languages. New ideas, developments, events and information on current research were the topics of the Centre's Newsletter which appeared twice a year. The Centre also contributed to the NAVIS project, a database on the internet with information about the best documented shipfinds, and to exhibitions in both the Viking Ship and National Museum.

There is a glaring contrast between the success of the Research Centre and the apparent lack of vision of the future after the Centre's closure in 2003, neglecting recommendations from previous evaluations. Although two senior researchers were embedded in two different units at the National Museum after the closing of the Centre of Maritime Archaeology in 2003, obviously no attempts were made to embed researchers in a unit with a well defined mission in the field of Maritime Archaeology to receive the rewards of the previous period and to maintain the potentials of the Research Centre. It is also clear that only very few of the former Ph.D. students got jobs in maritime archaeology. The merging with the Viking Ship Museum may be seen as the best possible solution, but it is doubtful whether work in the Viking Ship Museum, with its wide range of activities, leaves enough time for research. Recent developments at the Viking Ship Museum seem to confirm the Panel's doubts. This leads to the overall conclusion that the attempt to secure a long term perspective for the maritime archaeology in Denmark has failed.

The Panel recommends development of a long term plan between the National Museum and the Viking Ship Museum, as already has been indicated in the documentation presented to the Panel. Cooperation in Denmark, between the two museums and University of Aarhus and University of Southern Denmark, Esbjerg, is important not only for maintaining continuity and cohesion, expanding scholarly networks and organising scientific meetings, but also for completing the series of publications of the former research centre, mutual support and reconsidering a meaningful and recognizable embedding of Maritime Archaeology at the National Museum.

5.3.4 Medieval and Renaissance archaeology, history and culture

The National Museum holds an outstanding medieval and renaissance collection, going back to the Royal Kunstkammer in the 17th century. Until the establishment of medieval archaeology at the University of Aarhus in 1971, most research in medieval and early modern archaeology in Denmark was carried out at the Museum, and to a large extent based on its collections. In the present organisation, the research area also includes the publication series *Danmarks Kirker*, which was started in 1933, and runology, which treats runic inscriptions from the Iron Age until the Early

Modern period in present-day Denmark but also in Scania and South Schleswig. Apart from the collections, the Danish Middle Ages and Renaissance unit also carries out rescue excavations, evaluation and accession of finds classified as *danefø* (treasure trove) and give antiquarian consultancy service concerning churches and scheduled monuments. Furthermore it should be noted that the head of unit is appointed as interim head of unit for the Royal Collection of Coins and Medals from 2005. Nevertheless the Royal Collection of Coins and Medals continues as an independent unit (se section 5.3.7).

The permanent staff consists of 20 persons (2005), of which six hold positions as senior researchers/advisors and eight are curators outside the research structure. The staff also includes three Ph.D. students.

Research in the field clearly mirrors the responsibility of the Danish Middle Ages and Renaissance unit, which means that research is not only based on the Museum collections. It includes subjects such as church archaeology, architecture, art history and furnishing, secular buildings and manor sites in an economic, social and political context, early medieval small finds and their significance in a period of religious transition, medieval society in old Norse Greenland, runes and the use of writing in the Iron Age and the Middle ages, and funeral culture and memorial in the Viking Age and the Late Middle Ages early Modern period. Several projects are financed by external funds, three researchers participate in international research projects and cooperative ventures, and staff members take active part in seminars and conferences in Denmark and abroad.

The publications reflect a wide-ranging and highly qualified research. The unique series of volumes from *Danmarks Kirker* represents an empirically based “infrastructure research”, which often gives spin-off effects from the investigation of single churches. More theoretically guided research is represented by the projects on Old Norse Greenland, carried out within SILA. Much of the other research in the field falls in between these positions, as empirically solid research directed towards new cultural historical interpretations.

From the annual reports 1998-2004 it is evident that the unit is very active in publishing its research. Most monographs and articles are written in Danish, and only runology and Greenland research are more generally published in foreign languages. However, in some cases monographs and peer reviewed articles on medieval and renaissance Denmark are published in English or German. The researchers are also very keen on communicating with the general public through popular publications and lectures. It is furthermore quite clear that the staff is highly respected in academic environments.

As a conclusion we want to emphasise the wide-ranging and highly regarded research within the research field. However, the research potential of the unit as well as the Museum could be further developed by initiating projects across the boundaries of units, research areas and division of periods. Furthermore, since the Middle Ages and Renaissance must be viewed in a European if not global context, more efforts should be made relating to research outside Denmark and publishing in foreign languages. This is especially important due to the well-qualified researchers in the Museum, which are responsible for an outstanding collection as well as extraordinary well preserved medieval and renaissance remains in Denmark. Already in the 1995 evaluation it was suggested that more attention should be paid to “developing international networking”, and therefore we recommend the Museum to put more emphasis on international cooperation in a clear research strategy.

5.3.5 Social history and ethnology within modern Danish history

Research in this field is carried out at three different units, which are spatially separated, i.e. Danish Modern History and Ethnology (Nyere tids kulturhistorie og etnologi), Open Air Museum (Frilandsmuseet), Museum of Danish Resistance (Frihedsmuseet). The scientific staff consisted in 2004 of 6 researchers, of which 5 are senior researchers and one post doc, and one Ph.D. student.

The research carried out in the units is generated by the collections, objects and archives, dealing with topics like the cultural landscape and habitation, material culture and everyday life, work and industrial relations, colonial culture, home and family, Danish history 1940-45, architecture. There are also important contributions to the field museology. In 2003 one project was completed, three were ongoing and three were initiated.

During the evaluation period the scientific staff of Social History and Ethnology within Danish History has published a wide range of monographs, several counting as much as between 300-500 pages, numerous articles and several book reviews. The majority of the publications is published in Danish, and consequently addresses a Danish and Scandinavian public, but some articles are published in international journals.

The scientific publications examined for this evaluation confirm that the authors are well trained and updated on international theories and methodology in culture studies and history. The main research topics are related to Danish culture and social history, and from this follows an obligation to address the Danish public. At the same time the researchers should be urged to present their works in international forums. The Museum should reserve means for translation and participation in international conferences to develop international cooperation in the field.

The scientific quality of the research staff is reflected in their commitments and results, and the research staff is highly regarded by colleagues outside the Museum.

Unlike some of the other research areas where the field of research corresponds to the unit, the research area Social History and Ethnology within Modern Danish history consists of three, differently located units. This may be seen as a disadvantage, but to turn it the other way round, this research area has a great potential. The units should be encouraged to collaborate more closely. It seems that the research projects usually are carried out as one person projects, this in contrast to the production of exhibitions. A strengthening of the research between scholars in the different units will benefit the research as a whole. Instead of pointing at the differences between the units, like the nature of the collections and the fact that the units are located in three different settings, one of the future challenges should be to define and develop common research topics; these being less at an empirical level but rather on a theoretical and methodological level. It is also thought-provoking that so far there is no collaboration between the research areas Social History and Ethnology within Danish History and Ethnography considering the influence of social anthropology in current ethnological research, and the fact that the two areas have fields of research in common, like the former Danish colonies and cultural encounters, these being material as well as cognitive. Furthermore, since material culture is an important focus in this research field, the research in the units could benefit from more cooperation with the other fields and units at the Museum.

5.3.6 Classical and Near Eastern archaeology and Egyptology

The National Museum houses a large and renowned collection of antiquities originating from collections of the 17th-19th centuries and objects from Danish, Swedish and British excavations in the Mediterranean area and the Near East. The research area of the unit includes Classical Archaeology, Near Eastern Archaeology and Egyptology. Only one senior researcher is employed in the unit whose focus is on Classical Archaeology. The unit was successful in attracting Ph.D. students over the last ten years and currently a Ph.D. student investigates the perception of Egyptian antiquities in 18th century Europe. Although the head of the unit is also involved in research one can not escape the impression that research in this area is simply understaffed, as was also observed in a previous assessment.

Although the objects of the collection are the starting point for research, the unit is also involved in Danish archaeological projects in the Eastern Mediterranean. Since only one senior researcher is associated with the large collection priorities have to be established. The focus on Classical Archaeology is sound and corresponds with the afore-mentioned projects. The Panel was impressed by the wide range of activities of this unit which refers to a balanced organization.

The unit's research is held in high regard. It should be stated that research output has been maintained, in spite of the small number of researchers. A wide variety of articles was published over the last ten years in national and international journals. The publications are of international standard and at least one of the selected articles appeared in a peer reviewed periodical. The unit has developed and maintained a specific profile with expertise in museology and pottery. The expertise in ancient pottery acquired by the investigation of the own collection fits well with the participation in ongoing Danish field projects. The intention to start a research programme on 'Pottery' in 2007/2008 is a deliberate and relevant choice.

From the documentation and the discussions with the staff the Panel got the impression that the facilities are adequate. The unit considers the possibilities for research as excellent. Collaborative teamwork in archaeological projects in the Mediterranean is reflected in a significant number of jointly-authored and -edited articles, monographs and proceedings of conferences. The unit has developed a network with other institutions and universities in Denmark and abroad which resulted in the organization of a series of seminars and conferences mainly on pottery and related subjects.

The unit was successful in organising seminars, workshops and conferences and disseminating research results in scientific papers. The efforts are also visible in the unit's permanent and special exhibitions and in the publications for a general public, for instance in the National Museum's quarterly.

The Panel applauds the unit's intention to develop a new research programme 'Pots, potters and Society', as briefly mentioned in the documentation presented to the Panel. The unit deserves support to further develop this initiative, to attract Ph.D. students and to pass on knowledge and research tradition to a next generation of scholars.

5.3.7 Numismatics

The Royal Collection of Coins and Medals at the National Museum is by far the largest in Denmark, with coins and related objects from most parts of the world; a collection with an international reputation. The unit which is responsible for this large numismatic collection is staffed with three researchers, each of them focusing on a particular period and/or area: Medieval coinage (but also modern numismatics and museology); Viking age and medieval numismatics; Ancient coins (including Roman coin finds in Denmark). The head of unit of the Danish Middle Ages and Renaissance is, from 2005, ad interim head of unit for the Royal Collection of Coins and Medals, but the unit is still maintained as an independent unit.

Coins belonging to the collection and acquisitions are the starting point for research. Moreover researchers of the group collaborate with researchers from other institutions and participate in foreign research projects. Since it is impossible to cover the whole research area of the collection, the unit established priorities with a main focus on Danish and Antique coins and coins found within the Danish territory. The Danish treasure trove legislation changed to a certain extent the former pattern of acquisitions while nowadays almost exclusively coins from this source are handed into the collection. All three researchers are involved in the administration and evaluation of these new acquisitions.

Taking into account the relatively small number of researchers the unit is very productive in terms of publications, including monographs and numerous articles. The selected publications presented to the Panel are of high quality and international standard and the researchers are publishing on themes which are relevant from an international viewpoint. Without neglecting research on the old acquisitions of the collection, the unit also explores new themes in particular since the number of coin finds has risen considerably after the introduction of metal detectors in archaeology.

Environment and research facilities, including a well equipped library, seem adequate. The unit is represented in the editorial board of several numismatic journals and cooperates with researchers and institutions abroad, resulting in publications about coin finds from other regions or collections. There are good contacts with archaeologists in Denmark which is important for understanding the context of single finds, coin finds from excavations and hoards. The unit was also successful to attract Ph.D. students who explored new research areas. From 2006 on, another Ph.D. project will be sponsored by the National Bank of Denmark, and modern numismatics will receive attention for a three years period.

Results of research are disseminated to a wide audience in Danish and international periodicals as well as in publications for a general public. It is important to state that the unit is very active in organizing seminars and making their expertise on coin finds available for researchers, local museums and amateurs. They also act as reviewers of theses and dissertations.

Overall, the unit seems in good shape. The group is active and coherent and should remain strong. The Panel recommends to having the best work of the unit published in international peer reviewed academic journals. To explore new aspects in numismatic research the unit should be encouraged to continue attracting Ph.D. students.

5.3.8 Ethnography

The research area Ethnography is carried out by the unit Ethnographic Collection and the current

cross-interdisciplinary centre SILA. In 2004 the area comprised 5 researchers (1 research professor (SILA), 3 senior researchers and 1 project researcher) and 2 Ph.D. students. During the evaluation period the unit has been reduced in terms of staff members for research, and further cutbacks will undoubtedly have serious consequences for ethnographic research at the Museum as well as in Denmark as a whole.

The Ethnographic collection comprises of wide-ranging collection, partly going back to the Royal Kunstkammer. The unit gives priority to four research areas, namely the older collections, 18th and 19th centuries expeditions, the Eskimo cultures of the Arctic, and cultural encounters reflected in the material and cognitive universe. Ongoing research is partly linked to the existing and new collections, partly they are of a more general social anthropological and archaeological nature. Several of the staff members have also contributed to develop the field of museology.

During the evaluation period the scientific staff at Ethnographic Collection, and the researchers from the unit who are now at SILA, have published a wide range of publications, including monographs and articles published in international journals. This mirrors the international profile of Ethnography. At the same time ongoing research has been mediated to a broader Danish public through a considerable number of articles in popular science journals. The publications examined for this evaluation are all of a high scientific standard, theoretically and empirically.

The international character of the research activity may of course be explained by the very nature of the collections. Moreover there are no comparable collections to Ethnographic Collection in Denmark, and consequently Ethnography has established close relations to other museums and institutions with a similar range of collections and research in as well as outside of Denmark. The unit participates in, and in several cases is responsible of, comprehensive international projects, including two SILA projects. Several of these projects have been realised due to external financing, which reflects the unit's high ability to attract external funding.

Because of the lack of similar national milieus one clearly formulated challenge for the future will be to secure and strengthen the research staff's participation in international networks and international conferences. Ethnography claims a tradition for networking, internationally, nationally as well as with other units in the Museum. In the future this capability of inter-disciplinary collaboration within the Museum could be utilized even better in a strategy for new centres.

5.3.9 Conservation

The Museum's research on conservation is carried out by the Department of Conservation which is composed of five units: Archaeology, Buildings and Artefacts, Logistics, Laboratory and Secretariat.

In the Archaeology Unit there is a clear emphasis on the (*in situ*) conservation of wet organic materials, especially waterlogged wood. Research activities refer to the study of deterioration mechanisms and to the characterisation and the state of conservation of objects. Out of 31 staff, 25 are conservators and conservation technicians. There are 3 senior researchers and 1 Ph.D. student. A second Ph.D. student will start in 2006 with a study on the preservation of archaeological textiles. The conservation and restoration of industrial heritage was selected a future key area of research.

The unit and its activities must be considered at the level of a world leader. This is reflected in the presence of staff in key positions in international organisations (such as the WOAM co-ordinator in ICOM-CC) and in cooperations with, and exchanges of researchers at universities and other institutions. Furthermore, the high level of expertise of this unit seems to be a good ground for the attraction of external funding. The launching of any new area of research should be carefully considered in terms of the allocation of human and financial resources and the eventual influence on the world leader position of conservation of wet organic materials.

The unit of Buildings and Artefacts has 31 staff available for the conservation of a wide range of movable and immovable cultural heritage. Logically, 27 staff members are conservators and conservation technicians. The conservation and restoration of industrial heritage was selected a future key area of research. The unit intends to increase the number of senior researchers (at present 1) in the future.

The Laboratory unit consists of 10.5 Full Time Equivalent staff, 4 of which are described in different terms as directly conservation-related; 5.5, and including 1 PhD student, as chemists; and 1 Ph.D. in Engineering. Instrumentation includes widely applicable spectrophotometric techniques, gas chromatography and SEM-EDS (scanning electron microscopy with energy-dispersive X-ray fluorescence detection), the latter in collaboration with and at the School of Conservation. The main tasks refer to climate studies for the Museum and for external clients, to giving advice on materials for exhibitions, to analytical services for the other units of the Department of Conservation and to the preservation of the archives of the National Museum. Research activities mainly refer to these tasks. Analytical services for the units of the Research and Exhibition Department are not mentioned, although only one of these units explicitly mentions scientific research (Danish prehistory / natural science). The head of unit was the one of two Danish representatives at the European COST-G8 action on “Non-destructive analysis of Museum objects”.

The Department of Conservation has responded positively to the recommendations and assessments of the 1995 evaluation of the National Museum, in terms of increased participation in international research projects, to an increase of research in general and to the establishment of Ph.D. projects (5 since 1996 and 3 new ones currently running). A recent Ph.D. thesis which was selected for reading by the Panel must be considered of high standard with respect to content, scope and relevance. There seems to be a quite constant production of publications by the department. During the period 1999-2004, there seems to be a negative tendency in the co-authorship from other institutions and an almost non existing co-authorship from other departments of the National Museum. The latter observations seem to compromise the increased scientific collaboration mentioned higher. Neither do they reflect fruitful collaborations with the Danish Prehistory/Natural Science unit, despite the obvious presence of a wood anatomical laboratory and a dendrochronological laboratory in the latter, which may be supposed of high relevance for the Archaeology unit of the Conservation Department.

When comparing the “Research goals and priorities for the Department of Conservation for the period 1997-2001” with the “Fields of research prioritized by the Department of Conservation for 2000-2004”, the following remarks apply. The *in situ* preservation of archaeological finds is a broader subject than the *in situ* preservation of wood and metal. This broadening may refer to textiles and leather for instance, but that will only start to be visible in the field of textile conservation from 2006 onwards (Ph.D. student). Historical techniques and technology have changed into technological research in art history and cultural history. Although the latter

formulation is justified and clear, it may be wondered in how far such a wide field can be covered by the limited relevant staff available. Therefore the Panel suggests the Department to more clearly express any further prioritization within this field, which would avoid further conflicting between ambition and outcome, as long as no extra staff will be hired.

The research strategy for 2004-2007 refers to main lines of activity of the Department beyond 1999. The further investment in the preservation of the archaeological cultural heritage in general, waterlogged wood in particular, must continue to underpin the prominent position of the Department at a world scale. Any extension to the wider field of wet objects (textile, rope, leather) may justify strengthening of staff. The scientific investigation of production technology and techniques is rightfully mentioned to be a discipline of the Laboratory unit of the Conservation Department from which the Research and Exhibition Department could benefit a lot. However, this would require a structure of the Conservation Department and of the Laboratory unit which would increase the visibility of services offered. It appears now that a part of the research on technology is taken up in the theme “Wall paintings, architectural surfaces, building physics”, under the heading of the development of new conservation strategies. Although probably justifiable within the Department’s historical and scientific development, some regrouping of tasks under a general heading of “Analytical services offered” might be considered without having to imply a restructuring of the Department. A further strengthening and more visible position of scientific analysis for cultural heritage related research may also be reached by incorporating the scientific research activities now under the Danish prehistory/Natural science unit, within the Conservation Department. It may be expected that, on the longer term, such a merging would offer benefits in terms of the use of human, technical and financial resources. However, such a merging should not imply the creation of a communication gap between disciplines and units/departments.

In conclusion, it may be stated that the Conservation department is a solid and relevant body within the Museum’s structure. Its staff’s activities and projects reflect high-level achievements in several areas of the Department’s research. In order to improve the visibility of potential services available to other Museum units and staff, the Panel recommends the department to consider regrouping some activities without necessarily having to involve a fundamental restructuring of the department. A further strengthening of natural scientific research on the longer term might be achieved in merging with the scientific researchers of the Museum’s Prehistory/Natural science unit.

Finally, when formulating strategic plans and objectives for future research, it would be good to specify objectives as accurately as possible so as to not exaggerate expectations when using general descriptions of very broad fields of activity (e.g. technological research in art history and cultural history).

5.3.10 Museology

Although the study of museums has long roots, museology is relative new to the academic scene. It did not materialise as a university subject and a distinctive academic discipline before the 1960s and 1970s, and was then confined to certain environments such as the University of Leicester. While still today being a marginal subject at Scandinavian universities, museology has gained strength internationally as a popular field of study, partly propelled by the success of related fields such as cultural studies, consumption studies and material culture studies.

Given this background it is hardly surprising that museology holds a somewhat ambiguous position among the research areas at the National Museum. It was only recently acknowledged among the research areas (thus not part of the 1995 evaluation), and its location within the organisation of the Museum is somewhat diffuse. When the Dissemination Department was closed in 2002 museology was not linked to a specific unit or department. The Education and Activities unit has subsequently proposed that museology could be part of the unit. Museological research, however, is conducted in a number of other units, basically as a sub-field of individual researchers. For example, the documentation and research project on the The Royal Kunstkammer take place within the Ethnographic collection unit.

Given the National Museum overriding mission to research, i.e. that it is to be founded on its collections, the Museum would be an ideal site for more focussed museological research. Being partly based on the Royal Kunstkammer, with further links to Ole Worm's renaissance cabinet, the National Museum is itself a magnificent source for research into the history and genealogy of the European museum as a cultural artefact. This is exemplified by successful projects, such as the *Museum Europa* exhibition in 1993, the Kunstkammer project and a recent Ph.D. thesis. Despite the research, technology and human resources involved and developed within these projects, and its own material base, the Panel finds that Museum has not utilised, to a sufficient extent, this competitive edge to build a leading research environment of museology.

Museology is also a discipline concerned with the role of museums in the ever-changing context of our own society. Research on this topic would be of vital importance also to the National Museum to provide an appropriate and solid background for evaluating and negotiating its current and future social agency. This may include research related to questions of cultural identity and heritage; e.g. how does a *National* Museum, built to embody and make manifest the cultural heritage of Denmark, relate its effective historical agenda to a present world increasingly affected by globalisation and cultural diasporas? The Panel finds that such concerns fit nicely with one of the over-arching goals of the National Museum, i.e. to "contribute to the development of Danish society's critical awareness of itself and to give the individual citizen a conception of society's identity creating values" (Annual Report 2000, p. 1).

The Panel recommends a more focused and consistent strategy to expand and develop museological research at the Museum, either within the frame of a strong research area or as a research centre.

5.3.11 SILA, the Greenland Research Centre

SILA – the Greenland Research Centre – was established in 2000. In addition to its main focus – Paleo-Eskimo, Inuit and Norse archaeology in Greenland – research activities also include ethno-historical and anthropological research. During the first centre period, 2000-2003, an international and interdisciplinary scholarly environment was established, consisting of the centre staff, senior and junior guest researchers and graduate students. This constituted a mixed in-house research environment of 10-15 researchers. SILA researchers may also be stationed at the Greenland National Museum and Archives in Nuuk, with which the centre closely collaborates.

Despite a very favourable international evaluation done by the end of the first centre period, the centre lost funding in 2004. However, with the aim of achieving external funding for continuing and/or embedding the research activities of SILA from 2005, the Museum self-financed SILA in

2004, by partly embedding the human resources of SILA in other units of the Museum (self-financing of two senior researchers and the research professor). New funding was achieved and the centre re-established in January 2005. In accordance to our terms of reference, this evaluation only concerns the first centre period (including also publications from 2004).

The main ambition motivating the centre was to conduct research at a high international level into the culture history of Greenland. The prioritised research topics were cultural contacts, settlement patterns and economy, as well as theory and method in Arctic Archaeology. The research on these themes was implemented in a number of ways, field research, organised conferences, workshops, publications and guest lecture seminars. Visiting scholars were actively embedded in the activities of the centre and contributed to the research environment as a whole through lectures and seminars. The spin-off of this reciprocal exchange goes far beyond the centre and the National Museum. The centre's seminar on theory and method was well attended also by university students and staff. Due to its active interaction with foreign research environments the SILA centre was very well networked in international interdisciplinary cooperation. This is of course partly a result of its defined field of research, but the centre and its director have acted very consciously to develop effective collaborative relations with institutions and individual scholars in USA, Canada, Iceland, UK, Norway and Sweden.

SILA's track record regarding publishing is good, especially in terms of monographs. The number of contributions in internationally reviewed journals and edited volumes are also at a satisfactory level, and the staff is very active in presenting papers at international conferences. General communication and popular science is well maintained, and the impressive volume *Grønlands forhistorie* (The Prehistory of Greenland), edited by research professor Hans Christian Gulløv, represents a milestone in communicating arctic culture history to the public while also being a reference work for scholars.

SILA is an obvious contender to the position as the National Museum's foremost success story when it comes to research. This centre embodies most of the sought for qualities of research today: it is internationally and interdisciplinary oriented, well networked, it has clearly defined aims and scope, has theory and method on its agenda, it is well run, publications are generally on a high international level, and so on. SILA has not achieved its result by burning bridges or cutting roots. Quite the contrary is the centre built on long held research tradition of Arctic and Greenlandic archaeology and ethnography held at the Museum. What it has achieved, and what may distinguish it from other research areas and units, is to manage this resource in a renewable way: as a source for new inquiries and as a capital for international exchange and collaboration. By creating an open and synergic environment where staff, Ph.D. students and visiting scholars collaborate across disciplines, periods and regions, SILA constitutes an important model and source of inspiration for future research at the National Museum.

5.4 Research environment and scientific collaboration

The Panel's assessments in this section, of the Museum's research environment and scientific collaboration include assessments of the Museum's use of research as basis for exhibitions and educational activities.

5.4.1 The size and distribution of the research environment

The researchers are distributed among several units and research areas, some of which are rather small – in some cases only one expert – whereas others are of a size sufficient for internal exchange of experience and collaboration in the group. Even in the largest groups, there appears to be a high diversity of specific expertises. Some of the researchers are extremely specialised and benefit more from networking and collaborating with external contacts. Thus, in several cases, projects are carried out by a single researcher, sometimes in collaboration with one or more external partners. Furthermore in several cases, an expert is the only person, nationally, who holds the specific knowledge.

The Panel finds this situation natural at a Museum with a diversity of research areas and unique collections. However, the Panel wishes to emphasise that the structure of several expertise areas covered by only one or a few researchers is rather vulnerable, and as mentioned in section 5.1 there is a high risk of losing important scientific knowledge, if not a continuity is ensured in the sense of expertise.

5.4.2 The working environment

During the meetings at the Museum, the Panel did not get the impression of any serious mutual conflicts at the individual level or between different research groups, nor conflicts beyond what is usual in a research environment. In fact, the communication internally in the units conducting research, and in the Conservation Department, appears to function well, both between the researchers, between the researchers and the heads of unit, and between the researchers and other groups in the units.

This assessment is supported by the results of the Museum's annual job satisfaction analysis. The Panel has not seen an analysis based on input from the researchers alone, but the results based on input from the total staff of the Museum show a very high job-satisfaction, more than 90 % in 2004 as well as 2005 (68% response ratio in 2005).

However, we assess that the working environment is hampered to some extent by the lack of an overall research strategy in the Museum, and by lack of communication horizontally as well as vertically in the organisation – supported by one of the results from the job satisfaction analysis, namely that 59.5 % of the total staff find that the atmosphere in their unit/group is characterized by un-clarified problems to some or a high degree. Furthermore, the overall reductions of the Museum's appropriations during the last years appear to, naturally, lay some pressure on the research groups as well as on other groups. Anyway, also optimism as regards research is highly visible, and a high commitment as well as a diversity of new ideas and plans for research activities, in the units.

5.4.3 Distribution among categories of employment, age and gender

As indicated previously, the Panel has not been provided with a historical overview of the research staff for the *whole* evaluation period, nor with sufficient information to assess the distribution of

staff among categories of employment, age and gender. Therefore our assessment regarding this matter is related to the present situation, as the Panel has observed it during the meeting days in October.

The Panel was informed that the average age of the group of researchers are at present 55 years. As regards gender, there is a majority of male researchers in some research areas, e.g. prehistoric archaeology, whereas female researchers are in majority in other areas including modern Danish history and ethnology.

5.4.4 Scientific collaboration with external partners

Based on table 6 in section 3.3.1 and on the brief notes received from each unit and the meetings with the units, the Panel can observe numerous cases of scientific collaboration with external partners, both nationally and internationally, and with both universities and other organisations performing research. The researchers are also quite active in terms of attending conferences, seminars etc., and contribution with papers to these.

It is thus the clear impression of the Panel that the Museum participates actively in scientific collaboration with external partners. The Museum, as a research institution, has an open attitude and good contacts to relevant groups nationally and internationally. The researchers are acknowledged peers among their external colleagues, and their qualifications are to compare with those of university researchers.

However, the exact duration of and the resources effort in the research projects are unclear, except that they all comprise a research effort of at least 4 person-weeks (before 2000 the minimum effort was smaller, see table 6 in section 3.3.1).

Recommendation:

We recommend the Museum to further analyse its project activity, including a clearer definition of the projects and further information on the extent of the project activity, in terms of human resources.

Several times during our visit, we got the impression of problems with finding funding for participation in important events like e.g. conferences. Such activities contribute to facilitate the good reputation of the Museum's researchers, strengthen the scientific level at the Museum, as well as increase the external scientific collaboration.

Recommendation:

Therefore, we recommend the Museum to consider the expedience in establishing a separate budget for funding researchers' participation in relevant meetings, conferences and other events. The pool should of course only fund activities which cannot find funding elsewhere, typically participation in a conference which is relevant but outside any project budget.

5.5 Dissemination of research knowledge

The Panel has noted with satisfaction the Museum's high awareness of the importance of disseminating the scientific knowledge – scientific publication as well as popular communication based on science. Our assessments of the Museum's dissemination of research knowledge include assessments of the Museum's use of research as basis for exhibitions and educational activities.

5.5.1 Exhibitions

The exhibitions of the Museum are clearly research based. A significant part of the research is actually carried out due to needs of planned new exhibitions. The Panel finds it very positive that, although thoroughly founded in scientific knowledge, the exhibitions appear to also be well popularised – reflected in the increasing number of visitors at the Museum.

We also commend the Museum's procedure for inviting external researchers to debate when planning new exhibitions. The present exhibition "Curfew" is an example of the good result coming out of planning which involves internal research to a high extent, as well as debate with external researchers.

5.5.2 Publication

Besides the numerous scientific publications, the Museum puts an emphasis on publishing books and other documents to the broad public. Thus, a large number of popular publications are produced, to a wide extent elaborated by the researchers and/or based on scientific knowledge of the Museum. The Panel finds that the scientific basis qualifies the broad, popular dissemination and adds significant value to the exhibition work of the Museum.

5.5.3 Education/Ph.D. students

The Panel finds that the Museum has succeeded with fulfilling its obligations, in accordance with the rules for the ABM institutions (Archives, Libraries and Museums performing research), as regards research education. The Museum's active effort on attracting Ph.D. students has resulted in several completed Ph.D. projects connected to the Museum, the Ph.D. students having a (co-)supervisor here as well as a university supervisor as demanded by the rules for Ph.D. studies. In 1997, Museum researchers co-supervised 12 Ph.D. students. After a smaller decrease to 9-11 Ph.D. students in the years 2000-2003, the number rose to 15 in 2004.

In addition the Panel acknowledges the Museum's active participation in several research schools, including the Danish Research School of Cultural Heritage, the Nordic Graduate School in Archaeology and the Maritime History and Marine Environmental Research School. Also the Museum's close collaboration with the School of Conservation is commendable (e.g. within use of SEM-EDS (scanning electron microscopy with energy-dispersive X-ray fluorescence detection)).

Furthermore the Panel wishes to acknowledge that several of the researchers of the Museum work as external examiners and lecturers at courses in the Universities as well as at research schools. In this connection it is worth mentioning that one of the senior researchers of the Museum has

achieved a research professorship. This achievement fulfils the Museum's objective of achieving at least one research professorate before end of 2003 (objective 3.3.5 of the Museum's Performance Contract 2000-2003).

5.5.4 Dissemination via collaboration with other Museums

It is the impression of the Panel that the Museum is considered an attractive collaboration partner and advisor by museums in Denmark as well as abroad. The Museum appears to collaborate quite actively with other museums in Denmark. It appears that the research contributes to qualify this collaboration, to the benefit of the other museums, and thus eventually to the benefit of the public.

5.6 Research management and administration

5.6.1 Research management

The overall Museum policy as regards research management includes flexibility in the sense that the different units, research groups and individuals have a high degree of autonomy to form their own procedures, structures, methods, and not least: to plan and prioritise the research – within the limits of the available budgets of course. The Panel finds that an environment with high degree of freedom facilitates high quality research.

Furthermore, as mentioned previously, the overall research management emphasises the importance of understanding the needs of the research, including the importance of recruiting new Ph.D. students for ensuring continuity of the expertise and openness towards the universities. The Panel appreciates the Museum's effort in the field of research education.

In addition, the Panel agrees with the ongoing networking, by the overall research management, with collaboration partners and other "stakeholders" related to the research of the Museum. It is important for the Museum to monitor the trends and opportunities related to research, and to provide input to the discussions going on externally, as regards the development in museum work and in the research areas, in which the National Museum is involved.

However, as also pointed out previously, there appears to be a lack of internal communication and some frustration among the researchers due to lack of a clear overall research strategy and priorities. The actual research management appears to take place at the unit level, by the heads of unit.

Recommendation:

The Panel recommends the research manager to take the initiative to the restructuring of the internal Research and Exhibition Committee and establishment of the Forum (see our recommendations regarding the Committee and Forum in section 5.2.1).

In a previous section we have recommended the Museum to carry out self-evaluations of the research as well as enhance its statistic information on the historical development of the research budget and the human resources for research. Such information could give a clearer picture of the

directions in which the research activities have moved, and provide a basis for identifying possible deficiencies. Thus it could improve the basis for deciding, qualified, on the development of the research management, e.g. concerning the future prioritisation of activities and allocations of budgets to the various research areas.

Recommendation:

In addition, the Panel recommends the management of research to include quality management of the research activities. The abovementioned statistics and self-evaluations may contribute as background information to defining and conducting an appropriate quality management.

5.6.2 The overall research administration

As described in section 5.2, the overall research administration is conducted by the Research Secretariat. It is the impression of the Panel that the Secretariat carries out comprehensive and thorough work in these fields, in the light of the resources available for it.

The secretariat has a potential for providing further relevant administrative work and assistance to the research environment of the Museum as well as services of relevance for the research management – supported by clearer overall managerial guidelines.

For example, the recommended self-evaluations and enhanced statistics could be completed by the research secretariat. We wish to emphasise, though, that further secretarial tasks cannot be realised without allocation of further human resources.

Terms of Reference for evaluation of the research of the National Museum of Denmark 1995-2004

Background

In the Performance Contract for the period 2004-2007 between the Ministry of Cultural Affairs and the National Museum, one of the objectives for 2005 (cf. point 5.3, Quality of the performance of the Museum) is to agree on realising an external evaluation of the research of the Museum. The evaluation shall concern the research of the Museum during the last 10 years.

The evaluation must be implemented in accordance to this and in compliance with *Vejledende retningslinier for forskningsevalueringer under Kulturministeriet af 11.12.1997* (Guidelines for research evaluations under the Ministry of Cultural Affairs of 11.12.1997).

Purpose

The purpose of the evaluation is, on basis of an unbiased and independent assessment of the last 10 years of research at the National Museum, to establish an assessment of the quality level of the research of the Museum, nationally as well as internationally.

Taking basis in this assessment of the research during 1995-2004, the evaluation shall point forward, with weight on future-oriented recommendations for the research and its organisation at the National Museum.

Evaluation panel

The evaluation will be carried out by an external evaluation panel composed of a chairman and 4 internationally recognised experts, primarily from the Nordic countries and Europe.

The Ministry of Cultural Affairs appoints the panel chairman and the other panel members on basis of proposal of the National Museum, and after hearing of the Research Committee of the Ministry of Cultural Affairs (KUF), cf. point 5 in “*Vejledende retningslinier for forskningsevalueringer under Kulturministeriet*”.

Method

The evaluation comprises an assessment of the research as a whole at the National Museum, with particular aim at future-oriented recommendations for the research and its organisation in the coming years.

The panel can assess research areas and individual larger research projects or actions, including centres. But the evaluation does not include assessment of individual researchers.

Topics for assessment

The evaluation must include assessments and future-oriented recommendations as regards the following issues:

- The framework and conditions for the research, including the economical framework (human resources, dimensioning and recruitment of researchers) and the research policy/strategy of the National Museum.
- The planning and organisation of the research.
- The extent, scientific quality and relevance of the research, including the relevance and quality of the research activities as basis for ensuring highly qualified servicing of the users of the National Museum (advising, the other museums, maintenance of collections).
- The research environment and scientific collaboration with national and international research groups, including collaboration with university research groups.
- Dissemination of research knowledge, including use of the research as basis for exhibitions and educational activities of the Museum.
- Research management and administration.

The evaluation is completed on basis of:

- Dialogue between management and researchers and collaboration partners and other “stakeholders”, including the External Research Committee of the National Museum (NEF).
- Written material: Research reports, research plans and other relevant documents – if necessary supplied with analyses of assessments by selected users and other “stakeholders”, of the Museum’s research, dissemination and service activities.
- Visit at the National Museum with the aim of oral dialogue.

Evaluation report

The evaluation is completed with a report in English.

Division of responsibility

The Ministry of Cultural Affairs is responsible for the evaluation.

Procedure for the evaluation

The management of the National Museum appoints a reference group with members from the Research and Exhibition Committee, supplemented with other employees of the Museum. The objective of the group is to discuss important issues related to the evaluation and to act as advisory group for the evaluation panel.

The Ministry of Cultural Affairs appoints an external consultant who will act as academic secretary and consultant for the evaluation panel.

The National Museum arranges visits and meetings in accordance with a plan approved by the panel, and provides the necessary information, including written material, to the evaluation panel.

All written material received by the evaluation panel during the evaluation must appear from the evaluation report.

The reference group and the management of the National Museum receive a draft for review/examination/inspection before the panel completes the final evaluation report. The reference group can comment on, and propose corrections to, the report. The panel decides in sovereignty, whether it will follow the received proposals to changes.

The detailed process of the evaluation is planned in co-operation between the panel chairman, the Ministry of Cultural Affairs and the National Museum with assistance from the external consultant.

For the specific planning and provision of relevant information, the National Museum has appointed the Coordinator for Research and Planning as contact person between the evaluation panel and the Museum.

Time schedule

The evaluation panel is appointed before 1 July 2005. The evaluation is carried through and reported during autumn 2005.

Economy

The Ministry of Cultural Affairs and the National Museum will each pay half of the external costs of the evaluation. A budget, which is approved by the Ministry and the Museum, is elaborated before the start of the evaluation.

List of background material for the evaluation

- Terms of Reference for the evaluation of the National Museum of Denmark, 2005 (in Danish as well as in English)
- Annual Research Report 2003 (Danish)
- Annual Research Report 2002 (Danish)
- Annual Research Report 2001 (Danish)
- Annual Research Report 2000 (Danish)
- Annual Research Report 1999 and Research Plan 2000-2003 (Danish)
- The National Museum of Denmark: International Evaluation of Research Activities 1995 (English)
- The yearly comments from the External Research Board of the National Museum (NEF) to the Ministry of Cultural Affairs, in connection with the Annual Research Reports of the Museum (Danish).
- File on research plans (in Danish): FORSKNAKT-2004-2009
- Terms of Reference for the Research and Exhibition Committee.
- Note concerning the permanent committees of the Museum. Some considerations on the organisation of the research.
- Background document to a conference in Nov. 2004 for the researchers of the Museum, based on file in Danish.
- The report on the evaluation of SILA (this is in English).
- Programme for the Panel's visit at the Museum 11-13 October
- List of participants in each of the meetings during the Panel's three days visit in October
- List of issues to discuss during the Panel's visit at the Museum 11-13 October.
- List of titles of scientific publications of researchers of the National Museum, selected by the Panel for reading.
- Draft for the structure of the evaluation report
- Time-schedule and work-plan for the evaluation
- List of members of the reference group of the National Museum
- Address list of the Panel
- Scientific publications of researchers of the National Museum, selected by the Panel for reading. (See separate list of titles).
- Two diagrams showing the organisational structure of the National Museum, i.e. the departments, the units and the 10 research areas as the organisational placement of the research areas in the different units of the museum.
- Plan for restructuring of the National Museum. Nov. 2002, short version. This material is background for the present organisation and includes diagrams showing the present organisational structure of the Museum.
- An overview of the present Ph.D. students of the Museum
- Brief papers, one for each unit, on the research and the situation of the research in the unit.
- Brief note on the regulatory framework for the research profile and on the research profile of the Museum
- Annual Research Report 2004 (in Danish)
- The Performance contract between the National Museum of Denmark and the Ministry of Cultural Affairs 2004-2007 (in English)
- Research Account, December 2002 (in Danish – Forskningsredgørelse, december 2002)

- Supplementary information on the human resources for the research for 1997-2004 (figure and numbers for each unit).

Sent/mailed to the Panel Chairman and the Secretary (all these documents are in Danish)

- Law on research at archives, libraries, museums etc. (Law no. 224 of 27th March 1996) – the ABM law.
- Status over forskningsplanlægningen på arkiver, biblioteker, museer m.v (Status on research planning at archives, libraries, museums etc., www.kum.dk/sw2183.asp. Not dated)
- Various documents in Danish concerning the concept of research, including:
 - a. Kulturens forskning. Forskningsbegreber og vidensformer, Kulturministeriets Forskningsudvalg 2004.
 - b. Kulturens Forskning 1994-2000, p. 23-26. Kulturministeriet.
- Forskningsplan for Nationalmuseets Fagområder, 1997-2001 (Nov. 1996)
- Nationalmuseets Forskning (Nov. 1996)
- Forskning på Det Kongelige Bibliotek. Evaluering 1998-2002
- Directive no. 586/1997 of the Ministry of Cultural Affairs on institutions comprised by law on research at archives, libraries, museums etc. (Danish)
- Guidelines for research evaluations under the Ministry of Cultural Affairs (revised December 1997) (Danish)
- Beretning til statsrevisorerne om statens anvendelse af evalueringer. Rigsrevisionen, maj 2005
- Performance contract between the National Museum of Denmark and the Ministry of Cultural Affairs 2004-2007. Including annex 1, Handlingsplan for Nationalmuseet (report and annex are in Danish)
- Files on workplans 2004 for each unit (in Danish).

Publications of the National Museum, selected and read by the members of the Evaluation Panel

Research area: Pre-historic archaeology

Kaul, Flemming: Bronzealderens religion. Studier af den nordiske bronzealderes ikonografi. *Nordisk Fortidsminder Ser. B, Bind 22*, 2004. 426 pp. [dissertation].
(Kaul: Senior researcher)

Axboe, Morten: Amulet Pendants and a Darkened Sun. On the Function of the Gold Bracteates and a Possible Motivation for the Large Gold Hoards. In: Magnus, Bente (ed.): *Roman Gold and the Development of the Early Germanic Kingdoms*. KVHAA Konferenser 51, Stockholm, p. 119-135, 2001(Axboe: Curator, VIP-TAP).

Gulløv, Hans Christian & Appelt, Martin: Social bonding and shamanism among Late Dorset groups in High Arctic Greenland. - In: Price, Neil (ed.): *The Archaeology of Shamanism*, pp. 146-162, Routledge, London and New York, 2001. Peer reviewed.
(Gulløv: *Research professor and Appelt: post.doc. SILA.*)

Grønnow, Bjarne, Jensen, Jens Fog & Appelt, Martin: Saqqaqkulturen, Dorsetkulturen, De sidste Dorsetfolk. In *Grønlands forhistorie*, (ed. H.C. Gulløv), Gyldendal, p. 64-210, 2004.
(Grønnow: *Senior researcher; Jensen: research assistant and Appelt: post.doc., SILA.*)

Research area: Maritime archaeology

Crumlin-Pedersen, Ole: Viking Age Ships and Shipbuilding in Hedeby/Haithabu and Schleswig. *Ships and Boats of the North*, vol. 2. [monograph].
(Crumlin-Pedersen: *Senior researcher, now Viking Ship Museum, Roskilde*)

Bill, Jan: Port topography in medieval Denmark. In: *Maritime Topography and the Medieval Town. Papers from the 5th International Conference on Waterfront Archaeology in Copenhagen*, 14-16 May, 1998. Publications from the National Museum. Studies in Archaeology & History. Vol. 4. 1999 (Eds. Jan Bill & Birthe L. Clausen).
(Bill: *Senior researcher, now the Viking Ship Museum, Roskilde*)

Rieck, Flemming: The Iron Age Ships from Nydam – Age, Equipment and Capacity. In: *Maritime Warfare in Northern Europe. Technology, Organisation, Logistics and Administration 500BC-1500AD*. Papers from an International Research Seminar at the Danish National Museum, Copenhagen, 3-5 May 2000. Publications from the National Museum. Studies in Archaeology & History. Vol. 6, 2002 (Eds. Anne Nørgård Jørgensen, John Pind, Lars Jørgensen & Birthe Clausen).
(Rieck: *Senior adviser*)

Englert, Anton: Large Cargo Vessels in Danish Waters 1000-1250. In: *Boats, Ships and Shipyards. Proceedings of the Ninth International Symposium on Boat and Ship Archaeology*, Venice 2000. 2003. (Ed. Carlo Beltrame).
(Englert: *Ph.D.*)

Research Area: Natural science related to cultural history

Henriksen, Peter Steen: Rye cultivation in the Iron Age – some new evidence from iron-smelting furnaces. *Vegetation History and Archaeobotany*, 12, p. 177-185, 2003. **Peer reviewed**
(Henriksen: *Project researcher*)

Research Area: Middle Ages & the Renaissance archaeology, history and culture

Etting, Vivian; Hvass, Lone; & Andersen, Charlotte Boje: *Gurre slot - kongeborg og sagskat..* Kbh., 2003. (Monograph presenting a description and analysis of the history of the castle on the basis of written and archaeological sources).
(Etting: Senior researcher)

Johannsen, Hugo: The Protestant Palace Chapel. Monument to Evangelical Religion and Sacred Rulership. In: Nils Holger Petersen, Claus Clüver & Nicolas Bell (eds.): *Signs of Change. Transformations of Christian Traditions and their Representation in the Arts, 1000-2000.* Amsterdam-New York, p.137-164, 2004.
(Johannsen: Curator, VIP-TAP)

Arneborg, Jette: Norse Greenland Archaeology: The Dialogue between the Written and the Archaeological Record. In: S.M. Lewis: *Vinland Revisited: The Norse World at the Turn of the First Millennium.* Selected papers from the Viking Millennium International Symposium 15 - 24 September, Newfoundland and Labrador. St. John's. Newfoundland Historic Sites Association. P. 111-122, 2003. **Peer-reviewed.**
(Arneborg: Senior researcher)

Research Area: Numismatics

Grinder-Hansen, Keld: Kongemagtens krise. Det danske møntvæsen 1241-ca.1340. The money-based economy and coin circulation in Denmark c.1241-1340. Museum Tusulanum, Univ. of Copenhagen (English summary), 2000. 311 pp. [PhD-dissertation]
(Grinder-Hansen: PhD in. 1996. Since 1997 Director of the Museum of Danish Schools)

Horsnæs, Helle: Romanization in 3rd century Paestum. A note on the chronology of the PAISTANO coins and the interpretation of the wall paintings from the Spinazzo cemetery, *Journal of Roman Archaeology*, p. 305-311, 2004. Peer reviewed.

Moesgaard, Jens Christian La circulation monétaire au temps de Charles VI (1380-1422), In: *Normandie au XVe siècle, art et histoire.* Saint-Lô, p.87-102, 1999.

Research Area: Conservation

Ryhl-Svendsen, Morten & Glastrup, Jens: Acetic Acid and Formic Acid Concentrations in the Museum Environment measured by SPME-GC/MS, *Atmospheric Environment*, 36 (24), p. 3909-3916, 2002. Peer reviewed
(Ryhl-Svendsen: Conservator, VIP-TAP; Glastrup: Senior researcher) (Area: Preventive conservation)

Shashoua, Yvonne: Inhibiting the deterioration of plasticized poly (vinyl chloride) – a museum perspective, Technical University of Denmark, ISBN 87-89384-82-2, 2001. [PhD-Thesis]
(Shashoua: Senior researcher) (Area: Conservation of synthetic polymers)

Research area: Social history and ethnology within Modern Danish History

(The Publications selected within this research area refer to the following units and collections: Modern Danish History, Museum of Danish Resistance and Open Air Museum).

Kjeldbæk, Esben: Sabotageorganisationen BOPA 1942-1945. København, 1997. 512 pp.
(*Kjeldbæk: Head of Museum of Danish Resistance*)

Venborg Pedersen, Mikkel: Ejdersted. Skitser fra et landskab. Frilandsmuseet 2004
(*Venborg Pedersen: Senior researcher*)

Pedersen, Lykke L.; Otto, Lene: Collecting oneself. Life Stories and Objects of Memory.
Ethnologia Scandinavica, p. 77-93, 1998.
(*Pedersen: Senior researcher*)

Research Area: Classical and Near Eastern archaeology and egyptology

Pentz, Peter, From Roman Proconsularis to Islamic Ifrīqiyah. Göteborg, 2002, 207 pp. [PhD.-dissertation]
(*Pentz: Curator, PhD., VIP-TAP*)

or:

Dietz, Søren; Sebāī, Laila Ladjimi; Bel Hassen, Habib (eds.): Africa Proconsularis. Regional Studies in the Segermes Valley of Northern Tunisia 1-2. Archaeological Fieldwork. Copenhagen, 1996, 799 pp.

(With contributions of Lund, John (med Sørensen, Lone Wriedt.; Carlsen, Jesper): The Survey Campaigns 1987 and 1988, p. 134-175; Lund, John: Hellenistic, Roman and Late Roman Fine Wares from the Segermes Valley – Forms and Chronology, p. 447-629 and Dietz, Søren: A Summary of the Field Project, p. 771-799).

(*Dietz: Curator, now project manager for research project in Greece*)

Lund, John, The Iron Age and the Graeco-Roman Period. In: Riis, Poul Jørgen; Thuesen, Ingolf; Lund, John; Riis, Thomas: Topographical Studies in the Ġabla Plain, Publications of the Carlsberg Expedition to Phoenicia 13, *Historisk-filosofiske Skrifter* 28, *The Royal Danish Academy of Sciences and Letters*, Copenhagen, p. 38-84, 2004.
(*Lund: Senior researcher*)

Lund, John: Trade patterns in the Levant from ca. 100 BC to AD 200 - as reflected by the distribution of ceramic fine wares in Cyprus, *Münstersche Beiträge zur Antiken Handelsgeschichte* 18.1, p. 1-22, 1999.

Research area: Museology

Mordhorst, Camilla: Genstandsfortællinger: fra Museum Wormianum til de moderne museer. Roskilde Universitetscenter / Nationalmuseet, 2003. 215 pp. [PhD-dissertation]

<http://diggy.ruc.dk/handle/1800/634>

(Mordhorst: PhD, now Medical Museion, Copenhagen Univ..)

Wolff, Bente: Missing Paradoxes and the Evidential Nature of Things: Material Objects in a cross-cultural perspective. *Nordisk Museologi*, 2, 1995.

(Wolff: Senior researcher)

Wæhle, Espen: Kulturforskjellenes orden og omstendighetenes dans. Blikk på innsamling i Kongo og gjenstandenes musealisering ved de etnografiske samlinger i Oslo I. *Tidsskrift for Kulturforskning* vol. 3, nr. 3, Oslo, p. 27-45, 2004. Peer reviewed.

Floris, Lene & Vasström, Annette: På museum - mellem oplevelse og oplysning. Center for humanistisk historieformidling. Roskilde Universitetsforlag, 1999. 411 pp.

(Vasström: Head of Unit, Modern Danish History, VIP-TAP)

Skougaard, Mette & Jesper Herbert Nielsen (red.) Bondegård og museum. Frilandsmuseernes teori og praksis. Landbohistorisk selskab. 1999. 230 pp.

(Skougaard: Former senior researcher at NM)

Rasmussen, Bodil Bundgaard; Jensen, Jørgen Steen; Lund, John (eds.), *Christian VIII & the National Museum*. Copenhagen, 2000.

(Rasmussen: Head of Unit Collection of Classical..., VIP-TAP; Jensen: curator: VIP-TAP; Lund: senior researcher)

Pedersen, Lykke L. og Lene Otto: Livshistorie - Livsforløbets Historie - refleksioner over livet som udstillingstema. In: *Nordisk Museologi*: 2, p. 43-66, 1997.

(Pedersen: Senior researcher)

Research area: Ethnography

Hornby, Joan: Lady Li og Generalen. To kinesiske aneportrætter fra 1600-tallet. (Summary: Lady Li and the General. Two Chinese ancestral portraits from the 17th century), *Nationalmuseets Arbejdsmark*, p. 101-118, 2002.

(Hornby: Senior researcher)

Gilberg, Rolf: Nukagpiánguaq and the Royal Canadian Mounted Police. In: Frohlich, B., Harper, A. B. & Gilberg, R. (eds.), *To the Aleutians and Beyond. The Anthropology of William S. Laughlin. Publications of the National Museum, Ethnographical Series*, Vol. 20, p. 121-135, 2002. Peer reviewed.

[The article focuses on the still actual issue of land claims in High Arctic Greenland and Canada with Polar Eskimos as actors].

(Gilberg: Senior researcher)

Gulløv, Hans Christian: Analogy in the Ethnohistory of Greenland: Learning from the Elders. In: Fitzhugh, W. W., Loring, S. & Odess, D. (eds.), *Smithsonian Institution Contributions to Circumpolar Anthropology*, Vol. 2, p. 89-98, 2002. Peer reviewed.
(Gulløv: Research professor)

Wolff, Bente: Money is not for Buying Food, Money is for Buying Things. Modernity and Consumption the Mekeo Way. In: *FOLK. Journal of the Danish Ethnographic Society*, Vol. 43, p. 9-39, 2001. Peer reviewed.

[The article analyses how objects among the Mekeo in Papua New Guinea tend to be used and interpreted as unpredictably and interestingly once they have been incorporated into a collection or a museum]. (Wolff: Senior researcher)

Time schedule and work plan

(The tasks of the Panel Secretariat are conducted in close collaboration with the Chairman).

June-July	The National Museum contacts the possible members of the Evaluation Panel. The Ministry of Cultural Affairs sends the formal confirmations to members.
July-August	The National Museum distributes (some of the) background documents to the Panel members.
July-early August	The Panel decides on the dates for its meetings and three days visit to the National Museum. (The Panel Secretariat coordinates).
Early August	The Panel Secretariat prepares and mails agenda and preparatory material to the Panel Chairman, for a meeting 15 or 16 August.
15 August	Meeting between representatives of the National Museum and the Chairman (and the Panel Secretariat), possibly including a meeting with the Evaluation Reference Group of the Museum. Overall agenda: Planning of the evaluation, including decisions regarding the content and process of the Panel's three days visit to the National Museum.
August	The National Museum sends possible further background material to the Panel.
Aug.-early October	<ul style="list-style-type: none"> - The Panel reads the background material. - The Secretariat prepares a draft for the structure of the evaluation report. - In cooperation with the Museum, the Chairman, assisted by the Secretariat, prepares the programme for the Panel's three days visit. - The Secretariat assists the Panel members with organising accommodation etc., during their three days visit. - Further planning and preparatory issues: decision on background documents, translation of Terms of Reference and selected documents to English, elaboration of documents (list of issues to discuss during visit, content of evaluation report, address list, process of the meetings during the visit). Discussion of other issues: the concept of research, comparison with other countries' museums (focus: research and research resources).
15 September	The Museum sends a list of selected scientific publications of the Museum. 10 publications per research area, including indication of type of each publications.

Medio September	The Panel decides on background material, including which scientific publications to read (approximately 20 in total), and comments/approves the list of issues to discuss during visit.
11-13 October	The Panel's three days visit to the National Museum. Meetings with the management and the different units, different groups of employees related to research, and the internal and external research committees. Panel sessions.
Late Oct.-Beg.Nov.	The Panel Members describe their assessments of the quality, relevance and extent of the research of the National Museum.
Late Oct.-November	With assistance from the Secretariat, the Chairman prepares the draft evaluation report.
25 November	The Panel Members receive the draft report
6 December	Panel meeting. Overall agenda: Discussion of the draft report.
December	With assistance from the Secretariat, the Chairman finalises the evaluation report by including the Panel's comments/corrections.
2 January	On behalf of the Panel, the Secretariat delivers the evaluation report to the Reference Group of the National Museum, for commenting on possible factual errors and misunderstandings.
January	The Reference Group delivers its possible comments to the report to the Panel.
January	In communication with the Panel, the Chairman (assisted by the Secretariat) makes possible corrections of the report, based on the comments from the Reference Group.
January	On behalf of the Panel, the Secretariat delivers the evaluation report to the Ministry.

Minutes on the process during the Panel's visit at the National Museum 11-13 October 2005

The Evaluation Panel visited the National Museum 11-13 October and carried through evaluation sessions and meetings with:

- The board of directors, the researchers, the heads of units and other groups of Museum employees related to research, as well as with the External Research Committee of the National Museum (NEF) and the internal Research and Exhibition Committee.
- The individual units related to research in the Museum and with SILA, the Museum's Greenland Research Centre.
- The reference group for the evaluation, comprising members from the internal Research and Exhibition Committee and other employees of the Museum.

The initial meetings and panel sessions took place 11 October in the morning concerned preparatory discussions about the content and procedure of the evaluation and overview of the research of the Museum. Brief Discussions of Terms of Reference, work plan, time schedule, visit programme and the "list of issues to discuss" were carried through. Furthermore, there were brief discussions on the regulatory framework for the research of the Museum and of the research profile of the Museum. Among others, the Panel met with the reference group for the evaluation, the objective of whom was to discuss important issues related to the evaluation and act as advisory group for the evaluation panel.

11 October in the afternoon and 12 October in the morning, the Panel met with the units involved in research. Each meeting started with brief presentations of the research followed by discussions conducted by members of the Evaluation Panel, with focus on the research activities and their relation to the other obligations of the units. Participants in each meeting were the head of unit(s) and the researchers of the unit(s).

12 October in the afternoon the Panel met with different employment groups, including the group of researchers, the group of curators involved in research, the group of heads of unit, and some of the Ph.D. students. The different groups conveyed information, viewpoints and expectations with focus on the framework for and organisation of the research of the Museum.

13 October 2005 the Panel met with the External Research Committee of the National Museum (NEF), the internal Research and Exhibition Committee, the research director and the board of directors. Also these group conveyed information, viewpoints and expectations regarding the research of the Museum, with focus on the framework for and organisation of the research.

All the meetings were carried through as informal discussions. As preparation for the meetings, the Panel had elaborated a "list of issues to discuss" (annex 5) based on the six issues of the Terms of Reference for the evaluation.

The detailed order and time of the meetings are indicated in the meeting programme on the following two pages, and the participants in the meetings are indicated in the participants list following the meeting programme in this annex.

PROGRAMME of the Evaluation Panel's visit 11 – 13 October 2005

Tuesday, 11 October

Morning: Initial meetings. Overview and preparatory discussions

Place: The meeting room at *Naturvidenskabelige Undersøgelser (NNU)* (Natural Science Analyses)

- 09.00-09.50 Panel session: Brief Discussion of Terms of Reference, work plan, visit programme and list of “assessment issues”. Discussion of “forskningsbegrebet” (the concept of research).
- 09.50-10.00 Break
- 10.00-11.30 Meeting with the Reference Group of the evaluation.
-Presentation (by the Reference Group/Birgit Rønne) of the organization of the research (and of the Museum as a whole), and of the history of the Museum, with focus on its research in the period for the evaluation.
-Discussion of “forskningsbegrebet”.
-Brief discussion of Terms of Reference, work-plan and visit programme.
- 11.30-11.40 Break
- 11.40-12.00 Brief Panel session. Follow up regarding list of “assessment issues”, visit programme and “forskningsbegrebet”.
- 12.00-13.00 Lunch

Afternoon: Meetings with the units having research activities.

The meetings take place in the premises of the units.

Each meeting starts with brief presentations of the research (5-10 minutes presentations per research area or per unit) followed by discussions conducted by members of the Evaluation Panel. The initials of the Panel Members are indicated next to the research areas.

- 13.00-14.00 Meeting with *Danish Prehistory* (research areas: pre-historic archaeology (BO), maritime archaeology (RR) and natural science related to cultural history (JW))
- 14.00-14.15 Break and walk (to next meeting place)
- 14.15-15.15 *Meeting with Danish Middle Ages and Renaissance, and Royal Collection of Coins and Medals, (research areas: middle ages and renaissance archeology, history and culture (AA), and numismatics (RR))*
- 15.15-15.30 Break and walk
- 15.30-16.15 Meeting with SILA, the Greenland Research Centre (research areas: middle ages (AA), Ethnography (LET) and Pre-historic archaeology (BO)).
- 16.15-16.45 Break and transportation to *Department of Conservation* (in Brede)
- 16.45-18.00 Meeting with *Department of Conservation*, including with representatives for the internal research committee of the Department of Conservation (research area: conservation (JW))
- 18.10-18.40 Transportation to dinner restaurant
- 18.45-21.30 Panel session and dinner

Wednesday, 12 October

Morning: Meetings with the units having research activities, ctnd.

Place (for meeting at 08.45): Porten (vagten), Frederiksholms Kanal 12, 1220 København K

- 08.45-09.45 Meeting with *Modern Danish History*, *Museum of Danish Resistance* and *Open Air Museum* (research areas: social history and ethnology within modern Danish history (LET))
- 09.45-10.00 Break and walk
- 10.00-11.00 Meeting with *Collection of Classical and Near Eastern Antiquities* and *Education and Activities* (research areas: classical and near eastern archaeology (RR), museology (is cross-sectional) (BO))
- 11.00-11.15 Break and walk
- 11.15-12.00 Meeting with *Ethnographic Collection* (research area: ethnography (LET))
- 12.00-13.00 Lunch

Afternoon: Meetings with the cross-disciplinary groups.

Place: Festsalen (is at 1st floor, over the lobby of the Museum)

The meetings start with a brief introduction by the Panel Chairman and a brief presentation round, followed by discussions based on questions from the Panel (based on the list of assessment issues).

- 13.00-14.20 Meeting with the researchers under “stillingsstrukturen” (i.e. researchers who have “research obligations”. This group is excl. Heads of unit, Ph.D. students and a number of museum curators, but incl. the project researchers (whose research is externally financed))
- 14.20-14.30 Break
- 14.30-15.20 Meeting with museum curators who perform research but do not have “research obligations”
- 15.20-15.30 Break
- 15.30-16.15 Meeting with the Ph.D. students
- 16.15-17.00 Panel session
- 17.00-17.15 Break
- 17.15-18.30 Meeting with all the Heads of unit
- 18.30-19.00 Transportation to restaurant
- 19.00-21.30 Panel session and dinner.
Discussion related to the meetings of the day and the meetings the next days

Thursday, 13 October

Overview and conclusions

Place: The meeting room at *Naturvidenskabelige Undersøgelser (NNU)* (Natural Science Analyses)

- 09.00-09.50 Meeting with the Research and Exhibition Committee of the Museum
- 09.50-10.00 Break
- 10.00-10.20 Meeting with Dr. Camilla Morthorst, who was connected to the Museum during her Ph.D. study
- 10.00-10.50 Discussions with the Research Manager of the Museum
- 10.50-11.40 Panel Session AND/OR: meetings with groups or individuals (to be planned during the first two days of the visit)
- 11.40-11.45 Break
- 11.45-12.30 Meeting with the External Research Committee of the National Museum (NEF)
- 12.30-13.30 Lunch
- 13.30-14.45 Panel session
- 14.45-15.00 Break
- 15.00-16.00 Discussions with the management of the Museum
- 16.00-16.10 Break
- 16.10-17.00 Panel session

Participants in the meetings 11-13 October 2005

Meeting with the Reference Group

Head of unit Mads Christensen
Research professor Hans Chr. Gulløv
Senior researcher Lars Jørgensen
Senior researcher Anne Pedersen
Head of unit Annette Vasström

Meeting with Danish Prehistory

Head of unit Poul Otto Nielsen (prehistoric archaeology)
Curator Morten Axboe (prehistoric archaeology)
Senior advisor Charlie Christensen (natural science related to cultural history).
Project researcher Peter Steen Henriksen (natural science related to cultural history).
Ph.D. student Xenia P. Jensen (prehistoric archaeology)
Senior researcher Lars Jørgensen (prehistoric archaeology)
Senior researcher Sabine Karg (natural science related to cultural history).
Senior advisor Claus Malmros (natural science related to cultural history).
Senior advisor Peter Vang Petersen (prehistoric archaeology)
Curator Flemming Rieck (maritime archaeology)
Project researcher Almut Schülke (prehistoric archaeology)
Research assistant Kristian Søgaard (natural science related to cultural history)
Curator Flemming Kaul (prehistoric archaeology)

Meeting with Danish Middle Ages and Renaissance and Royal Collection of Coins and Medals

Danish Middle Ages and Renaissance

Head of unit Michael Andersen
Senior researcher Jette Arneborg (also SILA)
Senior advisor Nils Engberg
Senior researcher Vivian Etting
Senior researcher Poul Grinder-Hansen
Editor Birgitte Bøggild Johansen (DK's Churches)
Editor Hugo Johansen (DK's Churches)
Academic assistent Rikke Kristiansen
Editor Ebbe Nyborg (DK's Churches)
Senior researcher Anne Pedersen
Editor: Niels Jørgen Poulsen (DK's Churches)
Former senior researcher Marie Stocklund (runology)
Editor Mogens Vedsø (DK's Churches)

Royal Collection of Coins and Medals

Senior researcher Helle Horsnæs
Curator Jørgen Steen Jensen (former head of the unit)
Senior researcher Jens Christian Moesgaard

Meeting with SILA – The Greenland Research Centre

Research professor H.C. Gulløv (ethnography)
Director of SILA, senior researcher Bjarne Grønnow (prehistoric archaeology)
Senior researcher Jette Arneborg (Middle ages)
Post doc Martin Appelt (prehistoric archaeology)
Post doc Ulla Odgaard (prehistoric archaeology)
Ph.D. student Mikkel Sørensen (prehistoric archaeology)
Research assistant Einar Lund Jensen (ethnography)
Secretary Jutta Frandsen (present as an observer)

Meeting with Department of Conservation

Head of the Department Jesper Stub Johnsen
Head of unit (Buildings and Artifacts) Rikke Bjarnhof
Senior researcher Isabelle Brajer (member of the internal research committee)
Head of unit (Secretariat) Jan Brøndsted
Head of unit (Laboratory) Mads Chr. Christensen (chairman for the internal research committee)
Senior researcher Henning Matthiesen (member of the Internal research committee)
Head of unit (Archaeology) Birgit Sørensen (member of the Internal research committee)
Rector, Ph.D. René Larsen School of Conservation (part of The Royal Danish Academy of Fine Arts) (member of the internal research committee)

Meeting with Modern Danish History, Museum of Danish Resistance and Open Air Museum

Modern Danish History

Head of unit Annette Vasström
Senior researcher Lars K. Christensen
Senior researcher Vibeke Andersson Møller
Project researcher Per Nielsen
Senior researcher Lykke L. Pedersen
Senior researcher Birgit Vorre
Registrar Mona Rasmussen

Museum of Danish Resistance

Head of unit Esben Kjelbæk
Senior Researcher Henrik Lundbak

Open Air Museum

It was not possible for the researchers and the head of unit to participate in this meeting, but they will attend some of the other meetings with the Panel.

Meeting with Collection of Classical and Near Eastern Antiquities and Education and Activities

Collection of Classical and Near Eastern Antiquities

Head of unit Bodil Bundgaard Rasmussen (cannot participate in the meeting because of personal reasons)

Senior researcher John Lund

Curator Peter Pentz (former head of Foreign Collections before 1. jan. 2003),

Education and Activities

Head of unit Bodil Bundgaard Rasmussen (acting head of unit, cannot participate)

Curator, Ph.D. Gitte Engholm

Project researcher Bente Gundestrup (Ethnographic collection – had a project in museology/museum history)

Meeting with Ethnographic Collection

Head of unit Espen Wæhle

Curator Anne Bahnson

Ph.D. Christel Braae (has a working place at the Museum, but is not employed here)

Senior researcher Rolf Gilberg

Project researcher Bente Gundestrup

Senior researcher Joan Hornby

Project researcher Einar Lund Jensen (also SILA)

Ph.D. student Finn Kudsk

Ph.D. student Martin Petersen

Project senior researcher Inge Schjellerup

Senior researcher Bente Wolff

Librarian Bodil Valentiner

Meeting with the researchers under “stillingsstrukturen” (i.e. researchers who have research rights and research obligations)

(excl. heads of unit, Ph.D. students and a number of curators, but incl. the project researchers whose research is externally financed).

Post doc Martin Appelt (SILA)

Senior researcher Jette Arneborg (Danish Middle Ages and SILA)

Ph.D. Christel Braae (Ethnographic Collection)

Senior advisor Charlie Christensen (Danish Prehistory – Natural science)

Senior researcher Lars K. Christensen (Modern Danish History)

Senior advisor Nils Engberg (Danish Middle Ages)

Senior researcher Vivian Etting (Danish Middle Ages)
Senior researcher David Gregory (Conservation)
Research professor H.C. Gulløv (SILA)
Project researcher Bente Gundestrup (Ethnographic collection)
Senior researcher Joan Hornby (Ethnographic collection)
Senior researcher Poul Jensen (Conservation)
Senior researcher Sabine Karg ((Danish Prehistory – Natural science)
Senior researcher Henrik Lundbak (Museum of Danish Resistance)
Senior researcher John Lund (Collection of Classical and Near Eastern Antiquities)
Senior advisor Claus Malmros (Danish Prehistory – Natural science)
Senior researcher Henning Matthiesen (Conservation)
Project researcher Per Nielsen (Modern Danish History)
Post doc Ulla Odgaard (SILA)
Senior researcher Anne Pedersen (Danish Middle Ages and SILA)
Senior researcher Lykke L. Pedersen (Modern Danish History)
Senior researcher Mikkel Venborg Pedersen (Open Air Museum)
Senior advisor Peter Vang Petersen (Danish Prehistory)
Project senior researcher Inge Schjellerup (Ethnographic collection)
Senior researcher Yvonne Shashoua (Conservation)
Project researcher Almut Schülke (Danish Prehistory)
Senior researcher Birgit Vorre (Modern Danish History)
Senior researcher Bente Wolff (Ethnography)

Meeting with the museum curators who perform research but do not have research obligations

Curator Morten Axboe (Danish Prehistory)
Curator Anne Bahnson
Conservator Line Bregnhøi
Curator Gitte Engholm (Education & Activities)
Academic assistant Peter Steen Henriksen
Curator Jørgen Steen Jensen (Royal Collection of Coins and Medals)
Curator Eva Koch (Danish Prehistory)
Curator Else Michelsen (Open Air Museum)
Editor Ebbe Nyborg (DK's Churches)
Conservator Karen Stemmann Petersen (Conservation)
Curator Flemming Rieck
Curator Rikke Ruhe (Open Air Museum)
Conservator Anne Lisbeth Schmidt (Conservation)

Meeting with the Ph.D. students

Xenia Pauli Jensen (Prehistoric archaeology)
Martin Nordvig Mortensen (Conservation)
Martin Petersen (Ethnography)
Mikkel Sørensen (SILA)

Meeting with the heads of units

Michael Andersen (Danish Middle Ages)
Rikke Bjarnhof (Conservation)
Mads Chr. Christensen (Conservation)
Bjarne Grønnow (SILA)
Lisbet Holtse (Central Library unit)
Esben Kjelbæk (Museum of Danish Resistance)
John Lund (Collection of Classical and Near Eastern Antiquities, substitute for Bodil Bundgaard Rasmussen)
Poul Otto Nielsen (Danish Prehistory)
Birgit Rønne (Research Secretariat)
Birgit Sørensen (Conservation)
Inger Tolstrup (Open Air Museum)
Annette Vasström (Danish Modern History)
Espen Wæhle (Ethnographic Collection)

Meeting with the Research and Exhibition Committee

Head of unit Mads Christensen (Conservation)
Head of unit Annette Vasström (chairman of the Committee)
Research and planning coordinator Birgit Rønne (secretariat for the Committee)

Meeting with the director of Research & Exhibition

Director of Research & Exhibition Per Kristian Madsen

Meeting with the External Research Committee of the Museum (NEF)

Senior researcher Jette Arneborg
Assistant professor, Dr.phil. Esther Fihl (Institute of Cross Cultural and Regional Studies, University of Copenhagen)
Senior researcher Lars Jørgensen
Research and planning coordinator Birgit Rønne (Secretariat for the Committee)
Unfortunately, the two other external members were unable to participate:
Professor, Dr.phil. Poul Holm (Centre for Maritime and Regional Studies, University of Southern Denmark)
Docent, Dr.scient. Nanna Noe-Nygaard (Geological Institute, University of Copenhagen)

Meeting with the board of directors

General Director of the National Museum Carsten U. Larsen

Administrator, Head of the Administration Department Ebbe Holmboe
Head of the Conservation Department Jesper Stub Johnsen
Director of the Research & Exhibition Department Per Kristian Madsen

List of issues to discuss during the Panel's visit at the Museum 11-13 October

1. The economical and organisational framework for the research, and the research planning, including its development in the evaluation period (research policy/strategy, human resources, dimensioning and recruitment of researchers)

(This point is based on the two first mentioned "topics for assessment" in the Terms of Reference)

- the research budget and human resources
- the organisational structure of the research
- the research policy/strategy
- the research plans - at individual, unit and overall level, and their mutual relations
- the employment conditions for researchers and the practical implementation of those (obligations as regards research time, planning of the research time in relation to other working obligations, demands/possibilities for publication, participation in conferences, etc.). Dimensioning: "Stillingsstrukturen" and other employment categories for staff conducting research.
- recruitment policy and changes/continuity in research staff
- conditions and financing as regards Ph.D. students and "project researchers" (i.e. researchers who are not permanent staff members and who carries out externally financed research)
- the infrastructure servicing the researchers (e.g. the central library service)
- positions – of the management and the various groups of employees – to research as an activity of the Museum, and to the situation of the Museum compared to national Museums in other countries.

2. The extent, scientific quality and relevance of the research, including the relevance and quality of the research activities as basis for ensuring highly qualified servicing of the users of the National Museum (advising, the other museums, maintenance of collections)

2.A The extent, scientific quality and scientific relevance of the research:

- quality and relevance of the Museum's research publications (to be assessed, partly, on basis of the Panel's reading of the selected publications)
- number of publications, per Full Time Equivalent researcher
- number, extent and scientific relevance of the research projects
- participation in and presentations/papers at conferences etc.
- the extent of external funding, and the sources of the funding

2.B The relevance and quality of the research as basis for servicing the users of the Museum:

(Services to the users based on research is also addressed in point 5, Dissemination of knowledge)

- the relevance of the prioritised research areas in relation to the collections and activities of the museum
- exhibitions and use of the research in this connection

- collaborations (e.g. on provision of information, exhibitions) with other Danish museums
- the Museum's services to other users (which users? which services? relations to research?)

3. The research environment and scientific collaboration with national and international research groups, including collaboration with university research groups

(Educational and research collaboration with universities is included in this point, whereas other educational activities are addressed in point 5. A number of the issues in point 4 are closely related to the issues addressed here in 3)

- internal communication and collaboration on research. Internal meetings. Internal networking. Exchange of experience (internally)
- relations between the researchers in the various employment categories
- the profile of research, applied by the museum
- the extent of basic and strategic research (as a basis for maintaining/advancing the scientific knowledge base of the Museum) versus the extent of applied research and development which is driven by user needs and other needs directly related to the Museum servicing).
- the external scientific collaborations and networking, nationally as well as internationally
- possibilities for achieving further academic qualifications ("meritering" in Danish)
- collaboration with universities on education (Ph.D. students at the Museum, external lecturing at the universities, involvement in Ph.D. schools. Master students?)

4. Research management and administration

(This point has relations to point 3 as well as to point 1, and the questions below could be included under these points instead of being a separate point. But on the other hand, it is a separate point in the Terms of Reference.)

- research management and administration and its relations to the overall management
- procedures/practise/instruments for:
 - o internal communication on research strategy and plans
 - o internal communication and exchange of experience on research
 - o publishing of scientific publications
 - o participation in conferences, research visits to other organisations, etc.
 - o quality control of the research

5. Dissemination of research knowledge, including use of the research as basis for exhibitions and educational activities of the Museum

(Scientific publications of the Museum are addressed in point 2. Education at university level is addressed in point 3. Dissemination of knowledge is also addressed in point 2.)

- The research in relation to:
 - o the exhibition activities
 - o educational activities (at primary and secondary school level and other non-university educational activities)
 - o Other dissemination activities

6. Visions and expectations (the future)

The research budget, the organisational structure, prioritised research areas, education, collaboration, dissemination, etc.

7. Miscellaneous

Lexicon with Danish texts translated by the Panel and Danish terms used in the report

Terms used in the report

The ABM law and ABM institutions (page 11 and several other pages)

In general, the National Museum of Denmark must act in accordance with the Law on Museums. Specifically, as regards research activities, the Museum must act in accordance with the the so-called ABM law, i.e. the *Law on research at archives, libraries, museums etc.* (Law no. 224 of 27th March 1996).

The ABM law applies to ABM institutions under the Ministry of Cultural Affairs (Archives, Libraries (Biblioteker in Danish) and Museums), of which the National Museum is one. The ABM institutions were, until the launching of the ABM law in 1996, ruled by the law on government research institutions. The ABM institutions are, among others, obliged to conduct research and to participate in research education.

Censorkorps (page 57)

A group of academics, who participate as external examiners at exams at universities

Nationalmuseets Eksterne Forskningsudvalg (NEF) (page 11 and several other pages)

The External Research Committee of the National Museum.

Stillingsstrukturen (page 6, 12, 13 and several other pages)

(Direct translation of *stillingsstrukturen*: the employment structure)

All the ABM institutions have, in agreement with the Ministry of Cultural Affairs, implemented an employment structure similar to that of the universities and the government research institutions. This is in Danish referred to by the words *stillingsstrukturen* (the employment structure) and *dimensionering* (dimensioning).

Stillingsstrukturen is thus a particular employment category, and researchers who are employed under *stillingsstrukturen*, are entitled and obliged to perform research of similar extent as scientific employees at universities.

Those employees of the National Museum who are employed under *stillingsstrukturen* (the employment structure) include senior researchers, researchers (post docs), senior advisors, research assistants and project researchers. The senior researchers and researchers have research obligations *and* research rights, and furthermore the senior researchers are obliged and entitled to participate in the Museum's research year system, i.e. to allocate every third year entirely to research. The senior advisors have the option, but no obligations to carry out research, and they may participate in the research year system, provided they agree to participate for a period of minimum 6 years. Researchers (post docs), research assistants and the project researchers whose salaries are mainly externally financed are, of course, committed to do research. Due to the temporary nature of their employment, however, they are not included in the Museum's research year system.

A number of other employees are performing research at the museum – under various employment conditions, including Ph.D. students, heads of unit as well as some of the permanently employed curators and conservators.

Danish texts translated by the Panel and cited in the report

Section 3.1.2

In section 3.1.2 the Panel has translated and cited the following Danish text, which is part of a brief from a brief at the website of the Ministry of Cultural Affairs, *Status over forskningsplanlægningen på arkiver, biblioteker, museer m.v.*:

“Det er karakteristisk, at museerne dels stiller samlinger og viden til rådighed for såvel det almindelige publikum som forskersamfundet, og dels selv udfører forskning.

Forskningen er primært samlingsbaseret. Den retter sig mod såvel de eksisterende samlinger som mod den 'ydre kultur- og naturarv', udtrykt i landskabet og kulturmiljøet.

Forskningen er basal, da den er forudsætningen for videnskabelig udnyttelse af samlingerne, for en kvalificeret indsamling og for dokumentation af samfundets bestandige forandringer. Forskningen kan føre til en revision af museernes samlingsbegreb og dermed af museernes rolle i samfundet, ligesom den bidrager til den generelle vidensopbygning.

Endelig forsker museerne i bevaring, dokumentation og formidling.

Forskningen formidles til den brede offentlighed i form af udstillinger og publikationer. Udstillingsmediet, fortællingen i det tredimensionale rum, er museernes særlige og overvejende medie til at udbrede kendskabet bredt til forskningen. Den indre sammenhæng mellem forskning og formidling betyder, at museumsforskning har et folkeligt islæt.”

Section 3.1.3

In this section, the Panel has translated the concept of research used by the ABM institutions, as it is defined by the Research Committee of the Ministry of Cultural Affairs in *Kulturens Forskning 1994-2000* (Cultural Research 1994-2000). The Committee defines the research as consisting of two main categories – the Danish terms are indicated in parentheses):

- *Research (basisforskning)* and
- *Research-based development (forskningsbaseret udviklingsarbejde)*.

These two categories comprise, respectively:

- *Research (basisforskning)*:
 - o Basic research (grundforskning)
 - o Strategic research (strategisk forskning)
- *Research-based development (forskningsbaseret udviklingsarbejde)*:
 - o Applied research (anvendt forskning)
 - o Artistic development (kunstnerisk udviklingsarbejde)
 - o Development (udviklingsarbejde)
 - o Reflected data collection (reflekteret dataindsamling)

Section 3.1.4

In this section the Panel has translated and cited the following Danish text, which is part of the report *Nationalmuseets Forskning* (Research of the National Museum, November 1996):

“Nationalmuseets forskning kan i forhold til OECD’s forskningskategorier typologiseres i kategorierne *Basisforskning*, som omfatter såvel grundforskning som strategisk forskning, og *Anvendelsesorienteret forsknings- og udviklingsarbejde*, som kan være anvendt forskning, udviklingsarbejde eller reflekteret dataindsamling.

Det er karakteristisk for forskningen ved institutionen, at der er en nær sammenhæng mellem områderne, og at en væsentlig del af forskningsvirksomheden er baseret på reflekteret dataindsamling og udviklingsarbejde, som danner grundlag for egentlig grundforskning/strategisk forskning, hvor der udvikles ny erkendelse. Det er yderligere et kendetegn ved museets forskning, at den er nært forbundet med de øvrige primære opgaver ved institutionen og en forudsætning for udviklingen af disse.”

In addition in the same section, the Panel has translated and cited the following Danish text, where the Museum addresses its research profile in *Annual Research Report 1999 and Research Plan 2000-2003* (page 4):

“Forskningen på Nationalmuseet kan samles under betegnelsen kulturforskning, hvis formål det er at give en dybere indsigt i kulturarven og dens tilbliven, jf. *Kulturens Forskning*, Kulturministeriet 1997.”

Section 3.3.2.1

In this section the Panel has translated and cited the following Danish text, which is part of the report *Nationalmuseets forskning* (Research of the National Museum, November 1996) (page 3):

“En stigende del af Nationalmuseets forskning ønskes fremover organiseret i en centermodel i stil med det Marinarkæologiske Forskningscenter i Roskilde. Modellen skal fremme det tværfaglige samarbejde om forskningen på Nationalmuseet såvel internt mellem museets afdelinger som med eksterne forskere, universitetsinstitutter og centre. Centermodellen har desuden til hensigt at opprioritere og sætte fokus på særlige forskningsområder...”

Foruden det allerede etablerede Marinarkæologiske Forskningscenter, der er finansieret af Danmarks Grundforskningsfond, kunne følgende temaer fremover på Nationalmuseet organiseres i en række tværfaglige centermodeller af varierende størrelser:

Antikken/Grækenland
Aristokrati/Kulturlandskabet
Formidling/Museologi
Grønland
Have- og landskabsområdet/Kulturlandskabet”

Furthermore, in this section the Panel has translated and cited from *Nationalmuseets forskning* page 3-4:

- ”- planlægning og koordinering af museets forskningsindsats internt og eksternt
- løbende opfølgning og kvalitetssikring af igangværende forskning
- sikring af at museets forskere har forskningstid til rådighed
- sikring af at igangsatte forskningsprojekter afsluttes inden for den afsatte periode og at projekterne udmøntes i et produkt
- koordineringsopgaver ved organisering af museets forskning i en centermodel
- opgaver i forhold til det ved lov indførte forskningsudvalg med eksternt repræsentation på museet
- udvikling af nye forskningsprojekter/ph.d.-projekter
- gennemførelse af evaluering af museets forskning og forskere
- bedre udnyttelse af museets muligheder for eksternt finansiering af forskningen.”

And from *Nationalmuseets forskning* page 4-6:

- ”Opbygning af register for nyere tids område
- Igangsættelse af en forskningsindsats vedrørende formidling/museologi
- Styrkelse af forskningsindsatsen vedrørende naturvidenskabelige undersøgelser
- Styrkelse af forskningsindsatsen vedrørende marine forundersøgelser i forbindelse med tilgang af flere opgaver fra Skov- og Naturstyrelsen
- Styrkelse af forskningsindsatsen vedrørende Syd- og Sydøstasien
- Styrkelse af forskningsindsatsen vedrørende de romerske og antikke møntfund

- Styrkelse af forskningsindsatsen vedrørende kulturlandskabet med særlig vægt på den danske herregård
- Styrkelse af forskningsindsatsen vedrørende kulturlandskabet med borge og herregårde
- Styrkelse af forskningsindsatsen vedrørende danefæ
- Styrkelse af forskningsindsatsen vedrørende bevaringsforholdene for arkæologisk træ og metal
- Styrkelse af forskningsindsatsen vedrørende moderne kunststofmaterialer og deres nedbrydning
- Styrkelse af forskningsledelsen og forskningskoordineringen på Nationalmuseet.”

Section 3.3.2.2

In this section the Panel has translated and cited the following Danish text, which is part of the report *Forskningsplan 2000-2003* (Research Plan 2000-2003) (page 11):

“Forskningen på Nationalmuseet er således bade begrundet i de øvrige samfundsmæssige opgave i forbindelse med kulturarven, som museet varetager, og i den lovmæssige forpligtelse til at gøre forskning til et væsentligt hovedformål for museet. Perspektivet er endvidere, at forskningen bør bidrage til udvikling af det danske samfunds kritiske bevidsthed om sig selv.

Nationalmuseet har i indeværende kontraktperiode øget forskningsindsatsen, hvorved en række fagområder, der er særligt væsentlige for museets centralmuseumsfunktioner, er blevet styrket. Samtidig er der skabt bedre muligheder for en mere sammenhængende fler- og tværfaglig forskning.

Det er Nationalmuseets forskningspolitik i den kommende kontraktperiode 2000-2003 at prioritere forskningen i en række tvær- og flerfaglige emner og områder, nemlig *det danske kulturlandskab fra oldtid til samtid; kulturmøder og skabelsen af kulturel identitet i det multikulturelle samfund i nyere tid; museal formidling og museologi; marinarkæologi samt grønlandsk kultur og levevis.*

Dette betyder ikke, at der ikke vil blive drevet samlingsbaseret forskning eller udøves forskning i andre emner. Tværtimod vil udviklingen af den kulturhistoriske forskning foregå i en dialog mellem museets traditionelle, faglige hovedområder og en tværgående, tematisk planlagt forskning. Blandt de videnskabelige medarbejdere, der forvalter Nationalmuseets samlinger, findes det vækstpotentiale, hvoraf forskningens emner og engagement skal gro, såvel i den center- som i den samlingsbaserede forskning.”

Section 3.3.2.3

In this section the Panel has translated and cited the following Danish text, which is part of the report *Forskningsredegørelse, Nationalmuseets forskning* (Research Account of the National Museum, December 2002). (report section 2.1, page 5-6):

“Målene for Nationalmuseets forskning findes udtrykt i *Resultatkontrakten 2000-2003* med følgende:

‘Museet vil styrke det tværfaglige samarbejde dels internt mellem museets mange fag, dels eksternt i forhold til andre museer og forskningsinstitutioner’..

... Midlerne eller strategien hvormed de overordnede mål skal opfyldes er:

- at styrke den fler- og tværfaglige forskning
- at prioritere centermodellen med udbygning af flere centre end de nuværende
- at fastholde at individuel forskning stadig er en del af forskningsindsatsen
- at forpligte sig til at opretholde forskeruddannelse gennem tilknytning af ph.d.-studerende
- at styrke forskningsprofilen ved at oprette forskningsprofessorater
- at opstille resultatmål for forskningen

Resultatkontraktperioden er ikke afsluttet endnu, men det er på sin plads at overveje om Nationalmuseet er på rette vej i forhold til både mål og midler, hvad angår forskningen som beskrevet ovenfor.”

Furthermore, in this section the Panel has translated and cited from *Forskningsredegørelse* section 2.2, page 6:

”På baggrund af ovenstående bør Nationalmuseets forskningsstrategi i fremtiden i endnu højere grad tage udgangspunkt

- i samlingerne og andre museale kildegrupper
- i en tværfaglig forskning som også videreudvikler de eksisterende kontakter og netværk
- i en individuel forskning med blik for helheden

- i en forskning der belyser aktuelle samfundsproblemer

Der bør formuleres en *prioriteret og langsigtet forskningsstrategi* der fastsættes på baggrund af analyser vedrørende:

- En analyse af de ti nuværende fagområder, deres styrke og svagheder eventuelt med en revision af antal (færre eller flere) og opstille strategier for disse områder
- Identificering af et mindre antal overordnede *tværvideenskabelige satsningsområder*, eventuelt organiseret i centre (udvalgte områder som museet enten har specielle forudsætninger for at varetage eller ønsker at satse på i en given periode ud fra erkendelse af museets styrke på disse områder)
- Identificering af tværvideenskabelige forskningstemaer der involverer flere fagområder
- Forskningen, i relation til udviklingen og tendenser i samfundet og omverdenen som også kommer til at påvirke museet ud fra den erkendelse, at perioden vi lever i er præget af hurtige forandringer bl.a. på teknologiens, økonomiens og demografiens områder, som påvirker sociale, kulturelle og miljømæssige sammenhænge.

En moderne forskningsinstitution som Nationalmuseet bør have en synlig og handlekraftig forskningsledelse som både internt og eksternt kan tegne billedet af forskningen på museet.”