Over 180 years of independent defence and security thinking

The Royal United Services Institute is the UK’s leading independent think-tank on international defence and security. Its mission is to be an analytical research-led global forum for informing, influencing and enhancing public debate on a safer and more stable world.

Since its foundation in 1831, RUSI has relied on its members to support its activities. Annual membership subscriptions and donations are a key source of funding for the Institute; together with revenue from publications and conferences, RUSI has sustained its political independence for over 180 years.

London | Brussels | Nairobi | Doha | Tokyo | Washington, DC
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Royal United Services Institute for Defence and Security Studies
Whitehall
London SW1A 2ET
United Kingdom

+44 (0)20 7747 2600
www.rusi.org

RUSI is a registered charity (No. 210639)
‘I know what valuable work, in the cause of peace and security, the Royal United Services Institute for Defence and Security Studies carries out in maintaining the essential links between the Armed Forces and those who make decisions under economic and political disciplines.’

Her Majesty The Queen
Chairman’s Message

Our strategic goal remains as firm as when it was set out in 2008; to make RUSI internationally recognised as a research-led defence and security think-tank comparable to the best in the world. I am happy to report that we made good progress this year to achieve that objective. At the end of the 2013/14 financial year our research income was up by £608,000 against the previous year: our research, plus ‘services and consultancy’ directly linked to it, constituted 56 per cent of our total income. Our national profile is high and I am pleased with the demonstrable effects we are having on important policy debates in the United Kingdom.

I am also pleased by RUSI’s growing international reputation as our presences in Doha, Washington, DC, Tokyo and now Nairobi get into their stride and as a greater proportion of our work takes us into collaborative research in Asia, Africa and the Middle East. As Chairman of RUSI, I and my fellow Trustees are delighted to oversee this development, which will expand further into the Middle East next year – the initiative, of course, remains under the oversight of the Institute’s Whitehall headquarters.

Our ongoing task – the fourth of the strategic thresholds I outlined last year – is to use this national and international excellence to generate for RUSI a different order of funding that will allow us to underpin our research advances to make them irreversible, as well as invest in our home on Whitehall and in RUSI’s presence as a significant element in the national life of the United Kingdom. This last threshold is primarily the responsibility of the Director-General and the governing elements of the Institute – the Vice Presidents, Advisory Council and the Trustees – and I pay tribute to the continuing work of our various governing officials in helping RUSI to cross this threshold.

Rt Hon The Lord Hutton of Furness
Chairman of the Council
A Message from the Director-General

Our immediate objectives for the coming year are to continue to develop our research outputs and respond strongly to all the changes taking place across the Middle East, Asia and Europe, and in the UK’s own calculations of its defence and security. We want to expand on the success to-date of RUSI International in order to put the Institute’s work in front of a global audience and to make a major effort to market the Institute both domestically and internationally.

We aim to invest in the Institute and in its physical fabric during the next two years. We have reached the point where our growing international profile requires an appropriate London base that can make a genuine reality of the hub-and-spoke model we are pursuing.

I pay tribute to the dedication of all the staff at RUSI for their hard and inventive work to get us to this point where it is capable of reaching a new level of performance and recognition. I am confident we can consolidate our recent progress and achieve the ambitious objectives we originally set ourselves in our first strategic plan of 2008 and – as the Chairman outlines in his message – take it forward towards 2016 and beyond.

Professor Michael Clarke
Director-General
Guaranteeing Independence

‘RUSI is an independent think-tank. It – rightly – receives no core funding from any government department or body. This is the essential guarantee of our independence, and we defend it robustly.’

Professor Michael Clarke

How is RUSI financed?

RUSI is a registered charity (No. 210639). The Institute relies on the following sources of income:

- Membership subscriptions
- Research contracts
- Income from conferences, including sponsorship
- Room and venue hire
- Donations from foundations and individuals.

RUSI receives no core funding from government.

Can I contribute to RUSI?

You can support the Institute’s activities in a number of ways that go beyond membership, either through single donations or through bequeathing assets to the Institute, to support its work in the future.

The easiest way to do this is to contribute to the General Fund online, but UK taxpayers can also donate through their self-assessment tax return.

To learn more about the ways to support RUSI’s mission, please contact us directly:

www.rusi.org/support
+44 (0)20 7747 2603

RUSI would like to thank all our donors – some of whom choose to remain anonymous – and, in particular, the generous contributions of:

Dr and Mrs J Hay
Mr Andrew D A Jamieson
Mr P Kimmelman
The Thales Charitable Trust
RUSI by numbers

£608,000
increase in research income

36%
higher than in 2012–13

Outreach

91,000
RUSI Journal full-text downloads on Taylor and Francis Online

14%
increase in hits to RUSI.org

over 4,000
RUSI mentions in the UK and global media

68,570
RUSI video views
2013–14

Membership and events

2,662 books newly catalogued in an estimated collection of 30,000

2,922 members
312 Under-35 members

Staff and networks

52 resident staff
2,922 members
80 Associate Fellows
182 increase in corporate membership to

500 members of the UK Project on Nuclear Issues
RUSI International hubs

Selected projects

**Brussels**
New project with the European Union to analyse cocaine smuggling routes

**Washington, DC**
Roundtables on Ukraine and European security, organised with the Atlantic Council
Nairobi
Capacity-building to help counter violent extremism in the Horn of Africa

Tokyo
Conference on UK–Japan security, with Prime Minister Abe as keynote speaker and HRH The Duke of York

Doha
Diplomacy training course with the State of Qatar Foreign Ministry

‘RUSI is rightly recognised at home and around the world in the leading rank of independent, authoritative voices on national security matters.’
Andrew Parker, Director-General of the Security Service
RUSI maintains a wide range of research specialisms. It concentrates in the areas of Military Sciences, International Security Studies, National Security and Resilience Studies, Nuclear Proliferation Studies and Defence, Industries and Society.

‘RUSI has built up a community of world-class security-policy analysts’

Within these broad areas, the Institute tackles subjects as diverse as the emergency services, terrorism and organised crime, turbulence across the Middle East, the emerging politics of Asia, instability in sub-Saharan Africa, the development of a ‘new silk road’ between China and Central Asia, the evolution of UK armed forces after two decades of continuous operations, the frontiers of military and security technology, cybersecurity, and the complex relationships between Western governments and defence industries, and within the industries themselves.

The Institute’s remit, as a research-led organisation, is to examine a broad range of domestic and global trends to research whether there are transmission mechanisms that translate any given phenomenon into security challenges that are important to the United Kingdom. RUSI engages specifically in policy research – drawing from the wealth of scholarly material on any given subject to focus on the real policy questions that decision-makers have to face.

RUSI has built up a community of world-class security-policy analysts across a range of relevant disciplines. Younger scholars coming onto the staff learn the very specific demands of policy analysis. Experienced former policy-makers among the Institute’s staff and Associates Fellows have the opportunity to reflect on policy outside the pressures of immediate governmental requirements.

‘The Institute’s remit is to examine a broad range of domestic and global phenomena’

RUSI maintains close links with relevant university institutes both in the UK and abroad in order to keep its scholarly networks open to the full spectrum of current research and new ideas on defence and security issues.
‘The complexity of today’s defence and security issues demands innovative ways of thinking. RUSI has earned a global reputation as a world leader in research in this field. Its work informs policy-makers as they grapple with the security challenges of the twenty-first century.’

Rt Hon Nick Clegg MP
Deputy Prime Minister
RUSI in the world

The Relationship between Hard and Soft Power

As a defence and security think-tank, RUSI has always understood the intimate relationship between ‘hard’ and ‘soft’ power. This is particularly relevant in the current international climate.

In international affairs, RUSI has facilitated a better understanding of the way the global environment has become less benign in recent years.

Predicting Instability in Europe

As part of RUSI’s research theme exploring instability in Europe, the Institute led the way in anticipating and then covering tensions in Ukraine. In RUSI publications and across the global media, our experts provided early warnings on the looming crisis in the country. As Channel 4’s FactCheck blog highlighted, RUSI was the first to predict that Russia’s President Putin would use ethnic Russians as an excuse to annex Crimea.

Post-annexation, RUSI provided expert commentary to the international media and published a series of reports outlining Russian military and diplomatic options. Cited globally, RUSI also worked with the Washington Post and Germany’s Bild newspaper to feature its own detailed analysis on Russian troop manoeuvres around Ukraine.

A Reference Point for the Syrian Civil War and Intervention

In the run-up to the Syria intervention debate in August 2013, RUSI’s ongoing research on the utility of force and expertise on Syria provided much of the public background for the final decision not to intervene. In July, RUSI correctly foreshadowed the regional ramifications of the Syria conflict, and as the UK debated whether to intervene in Syria, RUSI explored the legal, diplomatic and military options: our analysis was widely cited. RUSI has also been at the forefront in highlighting the threat from foreign fighters in Syria, warning of an exponential rise in the threat should intervention occur and exploring the attraction of Syria as a battlefield to hardline radicals.

‘RUSI has facilitated a better understanding of the way the global environment has become less benign’

As early as 2013, the Institute published a briefing on Iraq which stated ‘with no end to the fighting in Syria in sight more than two years after it began, the most important casualty of the war is potentially Iraq’. It also suggested that ‘forces inside the region – and in Syria and Iraq in particular – are sounding what could be the death knell of this imperial creation of less than a century’s vintage’.

Understanding the Changing Utility of Force

In order to foster an enhanced analysis of the changing utility of military force, RUSI has cultivated a programme of events, inviting senior military and civil leaders to discuss the issue in public.

RUSI’s platform has thus been used for major policy interventions by luminaries such as General David Petraeus (former CIA Director and ISAF Commander), General Stanley McChrystal (also former ISAF
commander), Admiral Mike Mullen (former Chairman of the US Joint Chiefs of Staff) and General Sir Nicholas Houghton (Chief of the Defence Staff).

‘RUSI has also been at the forefront in highlighting the threat from foreign fighters in Syria’

Both in exploring the limitations of intervention and the utility of force, RUSI has dissected the relationship between hard and soft power and the constraints on their use. This has chimed well with President Barack Obama’s 28 May announcement promising a new foreign policy based on collective action.

Helping to Uphold International Security

In August 2013 RUSI published a major report illuminating for the first time the detailed discussions taking place behind closed doors between the Permanent Five – the nuclear weapon states – on nuclear disarmament and arms-control issues. As a result of its research, RUSI has since been asked repeatedly to brief and advise a number of governments on the subject.

In April 2014, RUSI was invited as the UK’s only non-governmental delegate at the Beijing round of P5 talks. RUSI’s work was cited in the 2014 Nuclear Security Summit. RUSI is also one of the few think-tanks worldwide to maintain close, high-level working relationships with both the North and South Korean militaries on nuclear issues.

Widening our International Expertise

RUSI’s international expertise continues to be utilised in the UK and around the world. While RUSI was asked to brief a Liberal Democrat International Affairs Committee on China’s military rise and the appropriate UK response – it also hosted, for example, Japanese Prime Minister Abe for a discussion on UK-Japan Security in Tokyo. RUSI staff have also acted as special advisers to the Colombian government on the reform and civilianisation of the country’s defence industrial base.

We have also invested in greater research expertise on Central Asia in response both to new UK contracts and a major US-funded, two-year study on Central Asia and China. These initiatives build on our existing strengths in analysing East Asia, especially in nurturing strategic partnerships with Japan, Taiwan and Vietnam and developing unique think-tank access in North Korea, as well as deepening institutional relations in Beijing and Shanghai.

Nor have we neglected the Middle East and Europe – having invested in our relations in the Gulf, created a joint project with Jordan, and become actively involved in research development in Iraq and Turkey. Analysing the crisis that currently spans the Levant region, we are moving to position ourselves either in, or in partnership with, a number of strategically important centres across the region as the crisis plays out.

In Europe we remain focused on the long-term political effects of the financial crisis and the worsening relations between Russia and the Western powers.
Re-envisioning Britain’s Place in the World

In 2013/14, RUSI focused the bulk of its research on a better understanding of the relationship between hard and soft power after two decades of continuing British military operations.

**Gearing Up for the Next Strategic Defence and Security Review**


‘RUSI is the first to calculate the cost to the UK of all its major military operations’

Significantly, the project is also the first to calculate the cost to the UK of all its major military operations, and the first to assess the strategic outcome of all Britain’s operations since the Cold War – concluding that the more focused interventions have been the most successful. The book received significant media coverage and commentary in outlets such as the *Guardian, Daily Telegraph, Daily Mail* and *The Times*. One chapter was also cited in the House of Commons Defence Select Committee report on intervention.

**Acting as a Critical Friend to Government Defence Procurement**

One of the major components of strategic change is Britain’s defence industrial policy. In 2013, RUSI was a lone voice against the government’s equipment-procurement proposal to outsource more than £16 billion of the MoD budget to private contractors through the government-owned, contractor-operated (GOCO) model. In October, RUSI published a report scrutinising the costs and called on the government to look again. RUSI’s argument was cited in Parliament and in December 2013, the plans were formally abandoned.

**Hosting the National Debate on Intelligence and Surveillance**

Modern power is fundamentally about information and security and RUSI has provided expert understanding of the ongoing debate on surveillance, security and privacy. In recognition of RUSI’s role, key policy-makers have made important statements at RUSI.

Andrew Parker, the Director-General of the Security Service, used his first-ever public speech to defend the role of surveillance in intelligence gathering, while Deputy Prime Minister Nick Clegg came to RUSI to announce an independent, RUSI-led review on the use of Internet data for surveillance purposes. The Independent Surveillance Review will run during 2014–15.
Assessing the Implications of Scottish Independence

One of the significant challenges in Britain’s power equation is the potential impact of Scottish independence on defence, intelligence and security. RUSI has been the most prominent impartial commentator, researching the implications for intelligence, nuclear deterrence and the Scottish armed forces. RUSI has been consulted by leaders and opinion-formers on both sides of the debate, and by those having to deal with the consequences of the decision, including industry and government departments.

RUSI has given evidence on the subject to multiple select committees, and presentations to a number of high-level dialogues. The Institute’s analysis has also been cited frequently in the media, including the Daily Mail, Financial Times and The Herald.

Leading the Conversation on the UK’s Nuclear Deterrent

As a major voice in the UK nuclear debate, in 2013 RUSI published innovative papers on continuous at-sea deterrence (suggesting the UK could afford to cut its Trident force) and the future of its stockpile of nuclear warheads. The research catalysed both the political and public debate on these topics, and was discussed extensively (including by the BBC, Guardian and Daily Mail, and the House of Commons).

A Major Partner to the Government and Military

RUSI is a major source of consultation for government and the military. As the UK considers the types of operations it will be involved in post-Afghanistan, RUSI completed a commissioned study on the future of UK Defence Engagement for the Ministry of Defence and is engaged in government-sponsored research on the future of military operations, capabilities and systems.

Conflict, War and Culture

During the year, RUSI re-launched its longstanding Conflict, War and Culture programme to take full advantage of the various commemorations over the coming years. Events have already been held to recognise the power of poetry in understanding war and of military music and pictorial art. Items have been run regularly in the RUSI Journal to deepen the appreciation of the relationship between conflict, war and culture. A partnership has been formed with the Hallé Orchestra that will be taken forward in the coming year to enrich this programme.
‘RUSI stands out as a distinctive voice in the public debate on defence, security and foreign policy, a home for innovative ideas and research, and the bearer of a proud record of 180 years of independent thinking and objective analysis.’

Rt Hon William Hague MP, Foreign Secretary

‘RUSI is renowned as a home of informed discussion, incisive research, and thought-provoking debate. This well earned reputation and their insightful forward thinking, makes the contribution of RUSI on national security matters highly valuable in this continually changing sphere.’

Rt Hon Theresa May MP, Home Secretary
‘As the United Kingdom’s foremost independent defence think-tank, RUSI has a long, historic record of producing stimulating events, challenging research and insightful publications. In this rapidly changing defence and security environment, when the need for swift and rigorous analysis is essential, RUSI’s work is ever more important.’

Rt Hon Philip Hammond MP, Defence Secretary
RUSI International

RUSI International is a networking, research and discussion vehicle for strategic thinkers from around the world. It engages in a series of high-profile international events to put RUSI’s research output onto the global stage.

After over two years of discreet operations it has now got into its stride. We have used the RUSI International brand to recruit RUSI’s Euronet of fifty prominent thinkers on the future of Europe as part of the Institute’s research project.

‘The RUSI International initiative is an intrinsic part of our strategy to reach a global audience’

RUSI International opened its Tokyo office in October 2013 and established a Nairobi presence in February 2014. In September 2013, RUSI International hosted a series of high-profile conferences and private strategy discussions on successive days in Hanoi, Tokyo and New York, showcasing the network and the Institute’s analytical thinking. RUSI International now has a network that exists in a virtual space as well as through its presence in Doha, Washington DC, Tokyo, Brussels and Nairobi.

The RUSI International initiative is an intrinsic part of our strategy to reach a global audience with the RUSI brand and its associated research and perspective.

To oversee its further development, Professor Jonathan Eyal has been designated as the International Research Director of RUSI, working alongside Professor Malcolm Chalmers, the Research Director, to make the most of the Institute’s global potential.

‘RUSI continues to be among the world’s foremost venues for research and discussion on defence and security issues.’

General David Petraeus, former Director of the CIA and former Commander, ISAF
RUSI International Leadership

Honorary President
HRH The Duke of Kent, KG, GCMG, GCVO, ADC

Director
Professor Michael Clarke, Director-General RUSI/RUSI International

Executive Chairman
Dr Alexander Mirtchev, RUSI International and Vice President, RUSI

Senior Vice President
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Mr Frederick Kempe
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The Hon Richard Perle
Lord Robertson of Port Ellen
President Sellapan Ramanathan
The Hon Edward J Rollins
Ambassador Yukio Satoh
Ambassador J Stapleton Roy
Lieutenant General P K Singh, PVSM, AVSM
Baroness Symons of Vernham Dean
Lord Truscott of St James’s
Judge William H Webster
Admiral The Lord West of Spithead, GCB, DSC, PC
The Duke of Westminster Bt KG, BC, CVO, OBE, TD, CD, DL
HRH The Duke of York, KG, GCVO

RUSI International Research Director
Professor Jonathan Eyal

‘The Royal United Services Institute is respected across the political spectrum for its incisive analysis. It makes a valuable contribution to the hard thinking which is at the heart of keeping Britain secure in the years and decades to come.’

Rt Hon Ed Miliband, Leader of the Opposition
Education and Training

RUSI’s expert research base allows it to provide world-class training courses at all levels.

Last year, RUSI embarked on some significant initiatives to extend training and education programmes on the basis of its research expertise. In a partnership with Geneva-based ACTIS, RUSI is providing online courses for students around the world to obtain ACTIS qualifications in terrorism, counter-terrorism and corporate security studies. RUSI also offers summer-school courses in collaboration with King’s College London for training and education in policy aspects of defence and security.

World-Class Training for Diplomats

In spring 2014, the Institute won a contract to offer its first diplomatic training course to a group of young Qatari diplomats. Based on the original RUSI International training course for individual diplomats, this course has been developed into a six-week format with a formal graduation for all those who pass it and Master’s-level accreditation through the University of Exeter.

The model will be adopted as a regular training course that can be offered to a range of potential customers at different times of the year. Such courses and initiatives provide a way for the Institute to disseminate its research excellence and help to create a new market for its intellectual products. We expect to develop this training and educational aspect of RUSI’s work in several new directions in the future.

The Bridge Between Policy and Academia

The Institute maintains a policy of seeking to offer good opportunities to bright young people who will form the next generation of security-policy analysts. Our joint PhD programme with the University of Roehampton, supported by BAE and Accenture, has recruited more students. Our collaboration with the Strategic Studies Institute at the University of Exeter has already created new research opportunities for both organisations. We signed an important memorandum of understanding with the University of Durham Global Security Institute to offer joint consultancy to financial institutions and also to arrange events collaboratively. We aim to create a RUSI ‘London Policy Hub’ for university departments and institutes in our field who would value a London presence and a more collaborative intellectual footprint.

‘Courses provide a way for the Institute to disseminate its research excellence and help to create a new market for its intellectual products’
The RUSI Library of Military History

Our work to rationalise the library collection and implement our three-pronged strategy of active conservation, improved access and commercial outreach has continued.

To this end, we have increased our book stock by 1 per cent and our rare book collection now stands at 567 items, in addition to valuable archive items, plans, maps and illustrations.

We have completed our web-based cataloguing of over 25,000 volumes to contemporary library standards and our conservation work with our rare books, plans and illustrations continues as part of the long-term programme for the library.

We continue to develop our military art exhibitions, and plan to collaborate with other libraries and heritage organisations in making telling contributions to commemorate the First World War and the Battles of Agincourt and Waterloo, both of which will be marked during 2015.

'We continue to develop our military art exhibitions, and plan to collaborate with other libraries and heritage organisations'

2,662 books newly catalogued or updated, in an estimated collection of 30,000

188 items now catalogued and properly stored in the RUSI Archive and Special Collection

55 periodicals and serials fully catalogued, including all of our nineteenth-century newspapers and military magazines
RUSI maintains a network of members at individual and corporate levels, forming the elements of the Institute’s convening power as a research think-tank.

We have continued to offer more packages to attract a variety of individuals and organisations into becoming members of the Institute. We currently offer web-only, standard and platinum individual memberships, with special rates for those under the age of 35. The Institute also offers standard, major and platinum corporate membership packages, and concessionary corporate rates for diplomatic and regimental organisations.

We have maintained our formal membership numbers with increases across the year. Our individual membership stood at 2,922 in March 2014, an increase of 8 per cent; and our corporate membership stood at 182, a 9 per cent increase on the previous year. We currently have over 315 members in our Under-35s group. Our total membership spans fifty-two different countries.

A global network for defence and security

RUSI membership packages provide privileged networking opportunities and benefits tailored to meet the needs of both individuals and large organisations with an interest in defence and security matters.

For more information about RUSI membership, please contact us directly:

www.rusi.org/membership
membership@rusi.org
+44 (0)20 7747 2605
Corporate Members

Platinum Corporate Members
Accenture
Kuwait Military Office
Oracle
BAE Systems
Northrop Grumman
Boeing Defence UK
Finmeccanica
University of Roehampton
QinetiQ
British Army, Directorate of Force Development

Major Corporate Members
HP Defence & Security
JICA UK
MBDA UK
Thales UK
BT Group
AWE
CSC
Palantir Technologies
L-3
Foreign & Commonwealth Office
Babcock
Raytheon UK
Genel Energy UK Services
Airbus
Krull Corp.
NHK Japan Broadcasting
Grant Thornton UK
National Audit Office
Japan Bank for International Cooperation
Ultra Electronics
Rolls Royce
DynCorp International
General Dynamics UK

Standard Corporate Members
Home Office
Systems Consultants Services
Facewatch
Canary Wharf Group
The Somaliland Development Corporation
Monarch Bank
Control Risks Group
International Committee of the Red Cross
KBR
Kalifà University
Services Sound & Vision Corporation
Australian High Commission
BLP
Maplecroft.net
London Capital Group
International Centre for Strategic Affairs
Global Strategies Group
Sovereign Global UK
Regester Larkin
University of Warsaw
Cabinet Office
The Carlyle Group
Fujitsu Defence
Eversheds
CH2M HILL UK
Hitachi UK
National Defence University of Malaysia
Saab Group
Inflexion
SAS Software
King’s College London
Strategy & Pool Re
SOAS (CISD)
Amuzo
Redburn
BMT Defence Services
Morgan Stanley & Co Intl
Saab Technologies UK
Steria
L-3 Communications ASA
IFC Defence
CGI
Prudential

NATO Parliamentary Assembly
Leidos
Royal College of Defence Studies
JFIG Defence Geographic Centre
Systematic
KDS Risk Management
Helyx Secure Information Systems
ITSC
House of Commons Library
The London Library
University Of Wales, Swansea
The Yomiuri Shimbun
Asahi Shimbun
Harmonic
Rhead Group
Scottish Environment Protection Agency
Public Safety Canada
ESRI (UK)
Command and Control Research Program
The Dulverton Trust

Regimental Corporate Members
HQ Allied Rapid Reaction Corps
The Royal Scots Dragoon Guards
1 Rifles
1st Royal Tank Regiment
JIOCUER Analytic Center
3rd (UK) Division HQ, Land Scenario Centre

Embassy of Finland
Embassy of the Republic of Turkey
Embassy of Switzerland
Embassy of the Arab Republic of Egypt
High Commission for the Islamic Republic of Pakistan
High Commission for the Republic of Singapore
Royal Danish Embassy
Austrian Embassy
Embassy of the Federal Republic of Germany
High Commission of Canada
Embassy of the United Arab Emirates
Embassy of the Republic of Poland
Embassy of the Republic of Korea
Embassy of the Czech Republic in London
Embassy of Sweden
Embassy of the United States
Royal Embassy of Saudi Arabia
Embassy of Japan
High Commission of India (Military Adviser)
High Commission of India (Naval Adviser)
Embassy of Belgium

Diplomatic Corporate Members
Embassy of the People’s Republic of China
Embassy of Luxembourg
Embassy of Israel
Embassy of the Kingdom of Bahrain
Outreach

The Royal United Services Institute is a research-led think-tank. Our experts and our research aim to inform, influence and enhance the public debate on a safer and more stable world.

Publications

We publish a varied collection of periodicals, reports and studies that are timely, innovative and relevant, designed to meet the needs of members and others.

Media

We engage with the global media to project our research and expertise, and to act as a leading point of reference on all defence and security matters.

Digital

RUSI’s website, social-media and multimedia channels all aim to disseminate RUSI’s research and connect the Institute’s members around the world.

Events and Conferences

We offer a programme of conferences, seminars, workshops and talks by leading experts providing insight and fostering debate among practitioners, policy-makers and analysts.
The Institute’s publications include a wide range of outputs. The RUSI Journal continues as the flagship publication of the Institute, leading the debate on the full spectrum of defence and security issues. RUSI Journal full-text downloads on Taylor and Francis Online – a good measure of student and academic readership – increased by 68 per cent in the last year, jumping from 54,000 to 91,000.

Our Whitehall Papers series, also published by Taylor and Francis, attracted 4,750 full-text downloads – as well as from the sale of these publications, RUSI derives a royalty from all such downloads. The number of institutions subscribing to the Journal and Whitehall Papers directly via Routledge increased from 1,712 to 2,015.

RUSI Defence Systems continues to provide specialist and commercially orientated analysis of defence equipment, systems and technology. Work has been completed in turning RUSI Defence Systems into an online, rolling format to replace the printed magazine. The speed of technical development and the demand for immediately accessible analysis leads us to believe that our members and other specialist readers will gain greatly from this innovation, as it updates at frequent intervals. RUSI Newsbrief continues to offer intelligent and readily accessible briefings on current affairs.

RUSI’s Whitehall Reports provide in-depth research on key policy areas, including nuclear non-proliferation and the P5 Process, and the regional responses to the Iranian nuclear crisis. RUSI briefing papers offer concise insights on major policy areas, including influential papers on the GOCO proposal and on the UK’s security interests in the Gulf.

**Highlights, 2013–14**

**Wars in Peace: British Military Operations since 1991**
The culmination of a two-year project, this book analyses the last quarter-century of British military operations. Widely cited in the media, the book offers new data on the financial cost of the UK’s campaigns, as well as a comprehensive strategic assessment.

**Transnational Organised Crime**
The RUSI Journal embarked on a year-long special series of articles on the increasing threat posed by transnational organised crime. Bringing together scholars and practitioners, the Journal series provides new insights to understand this phenomenon.

**The Defence Industrial Triptych: Government as Customer, Sponsor and Regulator**
The first volume to examine the relationship between and implications of the three roles of government in the defence-industrial sphere offers important conclusions for modern-day procurement debates.

**Most-read Journal articles**

‘Reflections on the Counter-Insurgency Era’
David H Petraeus

‘Proxy War and the Future of Conflict’
Andrew Mumford

Ivanka Barzashka

‘Pathways to Violent Extremism in the Digital Era’
Media

RUSI’s experts and research have facilitated a better understanding of the ways in which the international environment has become less benign this year. This is particularly true in relation to the media, for which RUSI has acted as a global reference point in this time of instability.

Our experts have written editorials and analysis for newspapers and other periodicals such as the Financial Times, Foreign Policy, Daily Telegraph and The Times. RUSI also proactively disseminates its research via the widest possible set of online, broadcast and print outlets, putting RUSI and its experts into prominent public view.

As a result, in the last year RUSI’s experts and research have been cited over 4,000 times by the global print and online press, appearing frequently in articles on Press Association, AP, Reuters, AFP and Bloomberg newswires.

Moreover, RUSI experts have appeared as regular guests on broadcast outlets worldwide, including BBC News, CNN, Sky News, NBC News, Al Jazeera and programmes such as Newsnight, the Today programme and the Andrew Marr Show.

Digital

RUSI is redesigning its electronic and digital strategy for 2015 on the basis of its current strengths. In 2013/14, there were 355,908 unique users on RUSI.org (up 14 per cent on the previous year), logging 965,253 sessions (up 72 per cent). RUSI.org is the primary medium of interaction between RUSI’s members and the wider defence and international security community.

Accordingly, more of RUSI’s publications, research and events will be made available online. From 2014, RUSI began offering selected lectures available on post-event Internet videostreams for members; from April 2014, RUSI began live-streaming selected lectures, exclusively for members to view, opening up direct membership benefits to a more global audience.

In addition to offering content exclusively for members, RUSI.org continues to act as a platform for the Institute’s response to the news agenda, last year publishing 130 short analysis pieces from RUSI experts. Multimedia has also been a key component of this activity, with seventeen analysis videos produced featuring RUSI experts. In total, RUSI’s videos and events garnered a total of 68,570 views on its YouTube channel alone. All of RUSI’s online activities are complemented by an active social-media presence on Facebook, Twitter, LinkedIn and Google+.

Based on these strengths, in 2015 RUSI aims to create a new online framework that will allow members and the wider community to interact with RUSI on a deeper level across all digital channels. Through an ambitious and integrated digital strategy, RUSI will increase its global accessibility as a think-tank.

Digital highlights

<table>
<thead>
<tr>
<th>355,908</th>
<th>14%</th>
</tr>
</thead>
<tbody>
<tr>
<td>unique RUSI.org Analysis pageviews</td>
<td>increase in hits to RUSI.org</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>68,570</th>
</tr>
</thead>
<tbody>
<tr>
<td>RUSI video views</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>20,200</th>
<th>19,132</th>
</tr>
</thead>
<tbody>
<tr>
<td>Twitter followers</td>
<td>Facebook followers</td>
</tr>
</tbody>
</table>
Events and Conferences

RUSI held fifty-four public events last year, seventeen of which were delegate conferences and six of which were specifically for the Under-35 Forum. Some 4,000 individuals attended RUSI events in the last year.

During this time, RUSI has hosted a number of high-profile speakers from all parts of the security and military spheres in a range of public lectures and conferences. Speakers have included ministers such as Nick Clegg, Deputy Prime Minister; Philip Hammond, Secretary of State for Defence; William Hague, Foreign Secretary; Theresa May, Home Secretary; intelligence chiefs such as Andrew Parker and Efraim Halevy; the NATO Secretary General, Anders Fogh Rasmussen; and prominent figures from the arts such as Charles Dance, Melvyn Bragg, Lisa Dwan and Rupert Evans.

Military leaders speaking at RUSI during this year have included General Stanley A McChrystal, formerly ISAF commander; Admiral Mike Mullen, formerly Chairman of the US Joint Chiefs of Staff; General Sir Nicholas Houghton, Chief of the Defence Staff; Admiral Sir George Michael Zambellas, First Sea Lord; Air Chief Marshal Sir Stephen Dalton, Chief of the Air Staff; General Sir Peter Wall, Chief of the General Staff; and General Raymond T Odierno, Chief of Staff, US Army. Field Marshal The Lord Bramall of Bushfield also addressed RUSI members. We were honoured to engage with HRH The Duke of York in a number of detailed briefings and discussions.
‘RUSI has a distinguished history as one of the UK’s leading think-tanks on defence and security matters, and has an unparalleled ability to convene the right people at the right time to contribute to and influence the essential debates of the moment. I always enjoy taking part in RUSI debates and I always take away new insights.’

Anders Fogh Rasmussen
Secretary General of NATO
Staffing and Organisation

Our total staff number stands at fifty-two. The administrative and support staff number ten full-time equivalents – though some of these individuals are involved in research and/or ongoing collaborative research programmes.

Last year, we re-organised our staffing to emphasise more flexible working among our research team and to make ourselves more agile as an organisation. The Director-General works with four principals among the staff – the Research Director, International Director, Executive Director and the Chief Financial Officer – to provide appropriate oversight for the core activities of the Institute.

In residence

Chiaki Akimoto
Director, RUSI Japan

Dr Lisa Aronsson
Visiting Fellow, Atlantic Council / Research Fellow, RUSI

Stephanie Bacon
Event Manager

Andrea Berger
Research Fellow, Nuclear Analysis

Justin Bronk
Research Analyst

Emily Callaghan
Project Manager

Hugh Chalmers
Research Analyst, Nuclear Analysis

Professor Malcolm Chalmers
Research Director / Director, UK Defence Policy Studies

Professor Michael Clarke
Director-General

Michael Codner
Senior Research Fellow in Military Sciences and Editorial Director, RDS

Jennifer Cole
Senior Research Fellow, Resilience & Emergency Management

Sophie Cordes
Venue and Events Manager

Dr Emma De Angelis
Editor, RUSI Journal

Duncan Depledge
Research Analyst, Environment and Security

Laura Dimmock-Jones
Librarian

Sabrina Downey
Director, Projects and Events

Charlie Edwards
Senior Research Fellow/ Director National Security and Resilience

Clare Ellis
Research Analyst

Dr Jonathan Eyal
International Director and International Studies Director

Claire Forward
Assistant Accountant

Dennis Francis
Buildings Manager

Ashlee Godwin
Production Editor/Deputy Editor, RUSI Journal

Cathy Haenlein
Assistant Editor, RUSI Newsbrief

Dr Henrik Heidenkamp
Research Fellow, Defence, Industries and Society

Calum Jeffray
Research Analyst

Sasha Jesperson
Research Analyst

Adrian Johnson
Director of Publications/ Research Fellow

Shashank Joshi
Research Fellow

Michael Kamara
Membership Development Executive

Sarah Lain
Research Fellow

Dr John Louth
Director, Defence, Industries and Society

Joanne Mackowski
Researcher, Defence, Industries and Societies

Philip Matfield
Accountant
Sarah Morrison
Receptionist / Members’
Events Co-ordinator

Saqeb Mueen
Director of
Communications and
Marketing

Raffaello Pantucci
Senior Research Fellow

Avnish Patel
Project Manager, Military
Sciences

Deborah Pourkarimi
Chief Finance Officer

Peter Quentin
Research Fellow, Military
Sciences

Elizabeth Quintana
Senior Research Fellow,
Air Power and Technology
and Director of Military
Sciences

Helen Ramscar
Executive Assistant to the
Director-General

Peter Roberts
Senior Research Fellow,
Sea Power and Maritime
Studies

Michael Rose FCMA
Executive Director

Edward Schwarck
Research Fellow, Asia
Studies

Professor Gareth
Stansfield
Senior Associate Fellow
and Director of Middle
East Studies

Michael Stephens
Deputy Director, RUSI
Qatar

Dr Igor Sutyagin
Research Fellow, Russian
Studies

Professor Trevor Taylor
Professorial Research
Fellow, Defence,
Industries and Society

Gabriela Thompson
Researcher, Defence
Industries and Society

Lauren Twort
Researcher, Defence,
Industries and Societies
Programme

Neil Watling
Executive Officer to
Director-General /
Membership Executive

Matthew Willis
Research Analyst,
International Studies
Our Network of Senior Associate Fellows

Rear Admiral Simon Ancona  
Assistant Chief of Defence Military Strategy

Professor Ali Ansari  
Professor of Modern History, University of St. Andrews

The Rt Hon James Arbuthnot MP  
Former Chairman, House of Commons Defence Committee

Professor Nicholas Beadle CMG  
Professor, Herriott-Watt University, former senior civil servant

Hans Binnendijk  
Former member of the US National Security Council

Sir James Bucknall  
Chief Executive, Weybourne Partners LLP

Professor Paul Cornish  
Professor of Strategic Studies, University of Exeter

Sir Jonathan Evans KCB  
Former Director-General of the Security Service

Margaret Gilmore  
Freelance writer, broadcaster and analyst

Colonel (Rtd) Richard Kemp  
Former Commander of British Forces in Afghanistan

Major General (Rtd) Mungo Melvin  
Historian and former Chief Army Instructor at the Royal College of Defence Studies

Sir Christopher Meyer KCMG  
Former British Ambassador to the United States

Tom McKane  
Former Director General Security Policy, Ministry of Defence

Lieutenant General (Rtd) Professor Sir Paul Newton KBE  
Director of Strategy and Security Institute, University of Exeter

General Sir Nick Parker KCB, CBE  
Former Commander-in-Chief, Land Forces

Sir John Scarlett KCMG, OBE  
Former Director-General, Security Intelligence Service

Professor Doug Stokes  
Professor of International Security and Strategy at University of Exeter

Sir Kevin Tebbit KCB, CMG  
Former Permanent Under-Secretary, Ministry of Defence

In addition to the above, RUSI hosts a community of sixty-six Associate Fellows.
‘For nearly two hundred years, the Royal United Services Institute has driven the global debate on defence and security issues and it is now the pre-eminent forum for the innovative critical thinking that is so essential for the policy-makers of today and tomorrow.’

Rt Hon David Cameron, Prime Minister
Financial Report

Chief Finance Officer’s report

The Institute’s results for the year as a whole are encouraging, moving from a significant deficit in 2012/13, to a close to break-even position in 2013/14, with a small deficit for the year of £30,536. Total income was up by 29.4 per cent on the previous 12 months, and we were particularly pleased by the growth in research income, which increased by 35.9 per cent year-on-year. Research income in 2013/14 accounted for 56.0 per cent of total gross income, which is in line with the goal set out in our strategic plan, to grow and develop that part of our business.

The Institute has also benefitted from grants and donations of £322,754, and we are extremely grateful for the generosity of all our donors and supporters. Other income streams, with the exception of conferences, were in line with budget expectations; facilities hire in particular performed well, with a 10.4 per cent increase in gross income over 2012/13. We have continued to keep a tight control on costs, and final expenditure for the year was close to budget, with a 16.3 per cent increase in expenditure year-on-year.

Looking to the future, 2014/15 has begun well, and we are pleased to be starting the year with a strong research pipeline, including deferred research income of £972,137 brought forward from the year just ended. We also now have a number of multi-year contracts, several funded by the EU, which give an added degree of stability to our forward income streams, and in addition to these a significant amount of other research income which is already committed. These factors give us confidence, even at this early stage, that we are on track to meet our income targets for the current year.

RUSI has been through some difficult times financially since 2009/10, but is now in a much stronger position to move forward and capitalise on the gains of the last few months. It remains our objective to build an operating reserve to a level that can give some protection against future uncertainties in the external operating environment, and we intend to start the work of generating this in 2014/15.

Deborah Pourkarimi ACA DChA
Chief Finance Officer
Composition of Income, 2013/14

- Donations, grants and gifts: 3%
- Conferences and events: 6%
- Research: 8%
- Subscriptions: 12%
- Publications: 15%
- Facilities/room hire: 56%

Five-year income trends, 2009/10–2013/14
### Consolidated Financial Statements, Year Ended 31 March 2014

#### Statement of Financial Activities

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted Funds</th>
<th>Restricted Funds</th>
<th>Year to 31 March 2014</th>
<th>Year to 31 March 2013</th>
<th>Inc.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
<td></td>
</tr>
<tr>
<td><strong>Gross Income</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Research</td>
<td>2,303,089</td>
<td>-</td>
<td>2,303,089</td>
<td>1,694,949</td>
<td>35.9%</td>
</tr>
<tr>
<td>Conferences and events</td>
<td>608,073</td>
<td>-</td>
<td>608,073</td>
<td>579,707</td>
<td>4.9%</td>
</tr>
<tr>
<td>Subscriptions</td>
<td>507,434</td>
<td>-</td>
<td>507,434</td>
<td>503,033</td>
<td>0.9%</td>
</tr>
<tr>
<td>Donations, grants and gifts</td>
<td>267,754</td>
<td>55,000</td>
<td>322,754</td>
<td>45,770</td>
<td>613.0%</td>
</tr>
<tr>
<td>Facilities</td>
<td>253,500</td>
<td>-</td>
<td>253,500</td>
<td>229,660</td>
<td>10.4%</td>
</tr>
<tr>
<td>Other</td>
<td>115,203</td>
<td>-</td>
<td>115,203</td>
<td>123,023</td>
<td>-6.4%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>4,055,053</td>
<td>55,000</td>
<td>4,110,053</td>
<td>3,175,642</td>
<td>29.4%</td>
</tr>
</tbody>
</table>

|                      |                    |                  |                       |                       |      |
| **Expenditure**      |                    |                  |                       |                       |      |
| Research             | 1,781,473          | -                | 1,781,473             | 1,595,853             | 11.6%|
| Conferences and events | 1,188,947        | 6,250            | 1,195,197             | 1,008,449             | 18.5%|
| Other support to members | 510,829        | -                | 510,829               | 396,371               | 28.9%|
| Facilities           | 210,165            | -                | 210,165               | 176,163               | 19.3%|
| Other                | 442,925            | -                | 442,925               | 384,548               | 15.2%|
| **Total**            | 4,134,339          | 6,250            | 4,140,589             | 3,561,384             | 16.3%|

|                      |                    |                  |                       |                       |      |
| (Deficit)/surplus    | (79,286)           | 48,750           | (30,536)              | (385,742)             |      |
## Consolidated Balance Sheet

<table>
<thead>
<tr>
<th></th>
<th>31 March 2014</th>
<th>31 March 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fixed assets</strong></td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td></td>
<td>168,375</td>
<td>51,026</td>
</tr>
<tr>
<td><strong>Heritage assets</strong></td>
<td>954,645</td>
<td>953,281</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,123,020</td>
<td>1,004,307</td>
</tr>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Debtors</td>
<td>841,893</td>
<td>868,831</td>
</tr>
<tr>
<td>Cash at Bank</td>
<td>392,245</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,234,138</td>
<td>868,831</td>
</tr>
<tr>
<td><strong>Current Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bank overdraft</td>
<td>-</td>
<td>16,537</td>
</tr>
<tr>
<td>Creditors</td>
<td>763,887</td>
<td>758,542</td>
</tr>
<tr>
<td>Deferred research income</td>
<td>972,137</td>
<td>397,840</td>
</tr>
<tr>
<td>Subscriptions in advance</td>
<td>202,943</td>
<td>211,992</td>
</tr>
<tr>
<td>Bank loan</td>
<td>48,000</td>
<td>36,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,985,967</td>
<td>1,420,911</td>
</tr>
<tr>
<td><strong>Net current (liabilities)/assets</strong></td>
<td>(751,829)</td>
<td>(552,080)</td>
</tr>
<tr>
<td><strong>Amounts falling due after more than one year</strong></td>
<td>62,000</td>
<td>122,500</td>
</tr>
<tr>
<td><strong>Net Assets</strong></td>
<td>309,191</td>
<td>339,727</td>
</tr>
<tr>
<td><strong>Funds Employed</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted fund – general fund</td>
<td>260,441</td>
<td>339,727</td>
</tr>
<tr>
<td>Restricted fund</td>
<td>48,750</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>309,191</td>
<td>339,727</td>
</tr>
</tbody>
</table>
RUSI Governance Structure

Patrons, Chairman and Council

Patron
Her Majesty The Queen

President
His Royal Highness The Duke of Kent KG, GCMG, GCVO

Senior Vice-President
General (Rtd) David H Petraeus

Chairman
Lord Hutton of Furness

Vice-Chairman
Vice Admiral Rory McLean CB, OBE

Vice-Presidents
Mr David Abrahams
Lt Gen The Hon Sir Thomas Boyd-Carpenter KBE
Dr James Hay
Sir Paul Lever KCMG
Dr Alexander Mirtchev
Professor Sir David Omand GCB
His Grace The Duke of Westminster KG, CB CVO, OBE, TD, CD, DL
Mr John Weston CBE

Trustees
Sir Roger Bone KCMG
Lt Gen Sir Robert Fry KCB, CBE
Mr John Howe CB, OBE
Lord Hutton of Furness
Mr Andrew Jamieson
Mr Sam Keayes
Mr Mike Maiden

Vice Admiral Rory McLean CB, OBE
Mr Stephen Phipson CBE
Lt Gen Jonathon Riley CB, DSO
Dr Kathryn Vagneur
Mr Ian Willis

Advisory Council
The Rt Hon James Arbuthnot MP
Ms Jane Attwood
Mr Stephen R Ball
Mr Tim Banfield
The Rt Hon Sir Menzies Campbell MP
Lord Dobbs of Wyllye
Mr John Dowdy
Mr Nik Gowing
Mr Robert Hannigan
Mr Bob Keen
Dr Jamie MacIntosh
Dr Greg Mills
Mr Richard Norton-Taylor
Mr Andrew Parker
Mr Wesley Paul
Mr David Pitchforth
Sir Peter Ricketts GCMG
**RUSI Executive Group**

Professor Michael Clarke  
Mr Michael Rose  
Professor Malcolm Chalmers  
Professor Jonathan Eyal  
Mrs Deborah Pourkarimi

**RUSI Management Group**

**Director-General**  
Professor Michael Clarke

**Executive Director**  
Mr Michael Rose

**Chief Finance Officer**  
Mrs Deborah Pourkarimi

**Directors**  
Professor Malcolm Chalmers  
*Research Director/Director, UK Defence Policy Studies*

Mr Michael Codner  
*Senior Research Fellow, Military Sciences*

Mrs Sabrina Downey  
*Director, Projects and Events*

Mr Charlie Edwards  
*Senior Research Fellow/Director, National Security and Resilience*

Professor Jonathan Eyal  
*Senior Research Fellow/Director, International Studies*

Mr Adrian Johnson  
*Director of Publications/Research Fellow*

Professor John Louth  
*Director, Defence, Industries and Societies Programme*

Mr Saqeb Mueen  
*Director of Communications and Marketing*

Professor Trevor Taylor  
*Professorial Research Fellow, Defence, Industries and Society*

Ms Elizabeth Quintana  
*Senior Research Fellow/Director, Military Sciences*