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The UNIK 'Food, Fitness & Pharma' research initiative was a successful interdisciplinary research platform that ran from 1 September 2009 to 31 August 2014. As stated in the 2012 Annual Report from the UNIK Expert Panel evaluating the UNIK initiatives, 'the grant has led to the university’s venturing down new paths. A new culture and a new cross-disciplinary modus operandi have been cultivated, significantly strengthening the university’s competitive edge internationally as well as its ability to influence the international research society. In this light the grant can be described as a “scientific game changer”.'

The majority of research activities, facilities and collaborations established during UNIK FFP have continued since the project period ended, based on internal or external research grants. The research initiative not only broadened and consolidated the research area of lifestyle diseases at the University of Copenhagen, but also changed the strategic focus on and practical approaches to leading and managing research.

UNIK’s management unit has been particularly highlighted as one of the successes of the UNIK FFP initiative, specifically regarding its activities in facilitating cross-disciplinary collaborations, in engaging young investigators in research and networking, and in attracting external grants both nationally and related to Horizon 2020. To carry on the novel approaches to leadership and management of interdisciplinary and basic research post UNIK FFP, the management unit will continue in the 'University of Copenhagen's Strategic Platform for Lifestyle, Obesity and Metabolic Research' (UCPH LOM).

In this report, we present important experiences of leading and managing UNIK FFP along with approaches, activities and tools developed and implemented during the project period. This toolbox is continually updated and is publicly available at www.lom.ku.dk/toolbox.

We hope that this report and the toolbox will serve as an inspiration to others who are venturing down new paths of leading and supporting interdisciplinary, challenge-oriented research.

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1 www.foodfitnesspharma.ku.dk
3 More information on UCPH LOM can be found in the section Expanding the field of lifestyle, obesity and metabolic research at UCPH and at www.lom.ku.dk.
INTRODUCTION TO UNIK

UNIK ‘Food, Fitness and Pharma for Health and Disease’ at the University of Copenhagen (UCPH) started as a bottom-up process following the merger between UCPH, the Danish University of Pharmaceutical Sciences and the Royal Veterinary and Agricultural University in 2007. Following the merger, 700 researchers were gathered to jointly develop ideas for taking advantage of the new scientific diversity. They came up with 12 interdisciplinary research platforms that addressed the central current and future challenges facing our society. One of these platforms was ‘Food, Fitness and Pharma for Health and Disease’ involving more than 200 researchers.

In October 2007, the Ministry of Science, Innovation and Higher Education announced its Investment Capital for University Research (UNIK) initiative based on principles from both basic and strategic research grants. This approach to funding was in line with a broader global trend – finding novel ways to distribute public funds under the collective term Research Excellence Initiatives (REI). These REIs draw inspiration from both institutional and project funding, are competitively organised and outcome-oriented, and have long-term financing. The UNIK grant’s aim was to invest in outstanding initiatives and excellent research areas at universities that would be able to compete with the global elite in relation to innovation, ambition, research and relationship with the strategy of the host university.

The UNIK FFP initiative received a grant of 120 million DKK (approximately 15.8 million EUR) aimed at strengthening and developing the research field of obesity and healthy lifestyles at the University of Copenhagen.

UNIK FFP: AN INTERDISCIPLINARY RESEARCH INITIATIVE ADDRESSING OBESITY

Occurrences of lifestyle-related diseases such as obesity, diabetes and related cardiovascular disorders have increased dramatically over the last couple of decades and appear to be continuing to rise globally with staggering social, societal and economic consequences. The reason for this development is unclear, but it appears to relate mainly to complex interactions made up of a general change in lifestyle towards poor eating habits, lack of physical activity, changing life patterns and societal framing, importantly combined with genes that are predisposed to these diseases.

UNIK FFP’s aim was to identify and understand the complex and interrelated causes of obesity, type 2 diabetes and associated lifestyle diseases through interdisciplinary approaches, bringing together some of the best scientific capacities from within food technology, nutrition, GI tract physiology and endocrinology, genetics, epidemiology, immunology, systems biology, molecular pharmacology and drug discovery as well as socio-economic sciences and humanities. It was the ambitious goal of the initiative to contribute knowledge towards developing better, health-promoting food, optimal fitness

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5 www.ufm.dk/forskning-ag-innovation/politiske-indsatsomrader/unik
6 OECD Workshop on New Forms of Incentive Funding for Public Research, www.oecd.org/science/sci-tech/theoecdworkshoponnewformsofincentivefundingforpublicresearch.htm. UNIK FFP was presented by the executive board and management.
programmes, novel and efficient regimens for changing people’s lifestyles, and newer, better pharmaceuticals to help combat the global epidemic of lifestyle diseases.

MAJOR MANAGERIAL ACCOMPLISHMENTS ACHIEVED BY UNIK ‘FOOD, FITNESS & PHARMA’

In the following sections, we describe some of our concrete achievements in research coordination and support, strategic approaches, public affairs and organisational development. The specific areas are:

- distributing the grant across projects promoting collaborative approaches;
- monitoring, evaluating and self-evaluating novel research constellations;
- strengthening interdisciplinary and interfaculty collaborations;
- creating a shared identity;
- supporting young investigator networks – a platform for the next generation;
- influencing and preparing for the national and European research agenda; and
- carrying out public outreach and stakeholder activities.

Over the years, we continued to ask the researchers and Executive Board what kind of support they wanted and which challenges needed to be overcome. The specific areas described in this report relate to the establishment, evaluation and concrete support within the research initiative. Each of the sections outlines the given challenge, tells how we approached it and succeeded, and lists our tools and methods.
DISTRIBUTING THE GRANT ACROSS PROJECTS
PROMOTING COLLABORATIVE APPROACHES

THE CHALLENGE

Since the UNIK grant was aimed at supporting excellence, dynamic collaboration and coordinated research, the process of distributing the grant had to support this agenda to ensure that the best projects were showcased and selected. The first task after receiving the grant was to negotiate the budget for each of the research sub-projects.

OUR APPROACHES

Professor Thue W. Schwartz and the Executive Board led the way in distributing the grant among 29 sub-projects. The researchers were invited to a workshop where the projects described in the application were developed and refined in order to obtain the perfect mix of both interdisciplinary synergy and excellence in the science.

The selection of projects was based on ‘one-page proposals’ for each research project. The UNIK FFP grant was then allocated to these projects based on:

- the degree of exploitation of synergy, interdisciplinarity and innovation; and
- the degree of quality, relevance and innovation within the single research themes.

This process allowed UNIK FFP to broaden the understanding of obesity and lifestyle diseases as a complex challenge, to move beyond state-of-the-art methodological approaches and research questions, and to engage researchers from across the university. The process also revealed the scientific ‘blind spots’, and the apparent fields of common wonder that could drive the common research projects forward. Following a sanity check, these novel project types involving different research approaches and groups across UCPH obtained a higher degree of funding than the classic ‘mono-disciplinary individual projects’. The projects could then be divided into four overall themes – Social Science and Humanities, Genetics and Epidemiology, Food, Gut hormones and Pharma and Fitness and Muscles – which were all characterised by being interdisciplinary and cross-themed.

UNIK FFP also funded four core facilities including test facilities, biobanks and platforms for advanced sample analyses. Some of the facilities were seen as core facilities for UCPH, whereas others were seen mainly as facilities for UNIK FFP researchers that might not continue as core facilities after the initiative’s end.

When selecting the sub-projects for funding, UNIK FFP included 35–40 research groups from 18 different departments across UCPH. Collaborations across research groups, disciplines and faculties were thus foreseen in the majority of the research projects and in relation to the core facilities.

More information is at [www.foodfitnesspharma.ku.dk/research](http://www.foodfitnesspharma.ku.dk/research).
TOOLS AND METHODS

You will find the template for the one-page proposal at www.lom.ku.dk/toolbox. This will help to illustrate and evaluate the degrees of synergy exploitation; interdisciplinarity and innovation; and quality, relevance and innovation within the single research projects we took into account when establishing our interdisciplinary research initiative.
THE CHALLENGE

To an increasing extent, research adapts and seeks solutions to the greater societal challenges by increasing collaboration with the surrounding society and businesses. This can be addressed by interdisciplinary research collaborations incorporating a higher degree of complexity, which calls for new ways of managing, monitoring and evaluating the outcome of such research initiatives. Further, the Danish Agency for Science, Technology and Innovation requested that UNIK grants should identify and assure the continuation of all successful elements of UNIK, which called for tools that could capture the genuine new research results, the collaborations between scientific disciplines and approaches, the use of core facilities and the collaborations with the surrounding society.

OUR APPROACHES

Each individual UNIK FPP research project submitted annual project update schemes – completed either by the principal investigator (PI) or by a young scientist reporting to the PI – for evaluation by the Executive Board, the Scientific Advisory Board (SAB) and the management unit. The schemes covered the progress in research, collaborations, publications, education of young researchers and attraction of external grants. By each time building on the information in the original project descriptions and previous reports, it allowed the management unit to monitor the progress of the research in each of the projects.

In addition, towards the end of the funding period (spring 2013) each of the 29 projects was asked to complete a self-evaluation covering major changes in milestones, aim, methods and scientific collaborations as compared to the original project description, unexpected risks or concerns, plans for embedding and continuation of the research area, and obtained external grants. These self-evaluations were also evaluated internally by the Executive Board and the management unit.

Both the annual project update schemes and the self-evaluations were outlined and evaluated based on the key criteria illustrated in Figure 1.
KEY CRITERIA FOR THE ANNUAL PROJECT UPDATE SCHEMES AND THE SELF-EVALUATION

Degree of exploiting UNIK FFP synergy, interdisciplinarity and innovation across research groups, disciplines and faculties:
- Actual collaboration in the research and breaking new ground
- Publications, attraction of grants and educating together
- When relevant – use of core facilities
- Establishment of networks, reading groups, etc.

Degree of quality, relevance and innovation within a single UNIK FFP research theme:
- Status on milestones for each of the research projects
- Publications, patents and PhD dissertations
- Attraction of external and internal grants to the research area and group
- Attraction of collaborative interactions and contracts with stakeholders.

In addition:
- Risks and contingency plan, and unfortunate events with the potential to negatively affect the research project’s outcome
- Balance between research plans and budget for the remaining 1 year project period.

Core facilities:
- Use in relation to UNIK FFP projects and by non-UNIK users, and strategy for engaging further collaborations
- Continuous development of the facilities
- Attraction of additional funding
- Milestones and publications.

Evaluating the 29 research sub-projects using the above criteria showed successful production of 230 publications, 2 patents and more than 30 PhDs. Success in terms of collaborations and synergies was illustrated by the majority of papers having co-authors from at least two research groups.

Moreover, the collaborative map on the next page illustrates that the majority of the foreseen collaborations did indeed take place and also that a significant number of collaborations not foreseen at the beginning of the funding period were initiated based on the UNIK FFP grant bringing people together (Figure 2).

The project update schemes and self-evaluations ensured an overview and guided both scientists and leaders in identifying research areas with high potential based on excellence, interdisciplinary approaches and novel methods. This insight made it possible to promote certain areas for future support and investment, e.g. identifying needs for possible seed money support, nominations for awards, and administrative support for attracting external funding. Additionally, it paved the way for engaging in new research collaborations and increased the ability to attract external collaborative grants, including grants from the ‘UCPH Excellence Programme for Interdisciplinary Research’, which has enhanced our readiness for entering into collaborations with national and international research initiatives.

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9 www.research.ku.dk/strengths/excellence-programmes/.
Collaboration is indicated with a coloured box, indicating the following:
- Green: Originally planned collaborations that have happened
- Red: Originally planned collaborations that have not happened and will not happen
- Light blue: Originally planned collaborations that are supposed to happen
- Dark blue: New collaborations not planned from the beginning
- Black: Anchoring point (head of project)

Figure 2 Table of UNIK FPP collaborations – collaborators are listed according to their affiliation

**TOOLS AND METHODS**

In the toolbox at [www.lom.ku.dk/toolbox](http://www.lom.ku.dk/toolbox), you will find the templates for the annual project update schemes and the self-evaluation templates covering the progress in research, collaborations, publications, education of young researchers and attraction of external grants.
STRENGTHENING INTERDISCIPLINARY AND INTERFACULTY COLLABORATIONS

THE CHALLENGE

The UNIK FFP initiative joined together more than 35 principal investigators and their research groups, all very capable and experienced within their given research fields and devoted to collaborating with other scientific disciplines. However, when gathering such a variety of researchers across five faculties, we needed to proactively support and strengthen the interdisciplinarity and collaboration between faculties.

OUR APPROACHES

FROM THEORY TO PRACTICE – UNLOCKING THE POTENTIAL OF MULTIDISCIPLINARITY

Structural barriers and roadblocks tend to counteract multidisciplinary research. The management unit and dedicated researchers therefore arranged a number of initiatives at UCPH to raise awareness about the challenges associated with multidisciplinary collaborations, using UNIK FFP as a showcase.

This series of initiatives began with a seminar held in the European Parliament in January 2012 called ‘From theory to practice to policy – Unlocking the potential of multidisciplinarity in European research’ with the aim of establishing a joint dialogue on how the EU could better promote and facilitate multidisciplinary research. The seminar included several speakers from UCPH including Professor Bente Stallknecht from UNIK FFP. Among the participants were Dr Mariano Gago (former Portuguese Minister of Research), Philip Campbell (Editor-in-Chief of Nature), Professor Paul Boyle (President for Science Europe) and several Members of the European Parliament. The seminar was hosted by Britta Thomsen (MEP from Denmark), Maria Da Graça Carvalho (MEP from Portugal) and Capital Region Denmark EU Office (creoDK).

The seminar was followed by ‘Criss-Crossing the University of Copenhagen’, which was an organisational capacity building exercise at UCPH, organised and financed by the Department of Media, Cognition and Communication at the Faculty of Humanities. The UNIK FFP management unit and scientists were used as resources advising on the organising of the two main events of the initiative:

- ‘Criss-Crossing the University of Copenhagen’
- ‘How Do We Get (Even) Better at Doing Interdisciplinary Research and Education?’

Some of the issues dealt with at these events included peer review, curricula, funding, management, publications, career paths, research methodologies and communication. In parallel with these events, a younger scientist interviewed researchers, educators and administrators across UCPH about their reflections, challenges and best advice relating to how to collaborate across disciplines to get even

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10 Multidisciplinary and interdisciplinary are used interchangeably throughout the report, defining research projects combining more than a single research discipline.
11 More information, presentations and the programme are at www.regionh.dk/creodk/Menu/Arrangementer/Arrangementer_creodk_2012/Medicoseminar.htm.
better at conducting interfaculty research and management. Following these initiatives, an interdisciplinary mentor network and an interdisciplinary reading group were established focused on extending the good advice and ideas across the University and identifying role models in order to continue the focus on the issues raised through the initiatives.

A related initiative between the Faculty of Humanities and the Faculty of Health and Medical Sciences aimed at identifying perspectives for cross-disciplinary and cross-faculty collaborations. A workshop held in August 2012 was attended by more than 80 scientists from the two faculties. Presentations from UNIK FFP scientists were used to showcase already established partnerships between the two faculties, and a matchmaking session allowed the scientists to discuss common interests and potential collaborations in different areas including lifestyle, living conditions, behaviour, consumer choices, body, diet and fitness. The management unit was involved in planning the workshop and the knowledge exchange between the scientists paved the way for novel collaborations.

The University of Copenhagen’s Research and Innovation Council has aimed to address how UCPH could support interdisciplinary projects and initiatives in the best way possible. At a meeting held in 2014, the management units of UNIK FFP and UNIK Synthetic Biology were invited to give a presentation on experiences and best practice in supporting a shared identity in interdisciplinary research initiatives. The meeting gathered more than 60 administrative staff and research support units from across UCPH.

As shown, the management unit has contributed to developing UCPH competencies in interdisciplinary research coordination. To share our experiences with other managers dealing with interdisciplinary research coordination, the tools and processes are collected and available at www.lom.ku.dk/toolbox.

**DEVELOPING AND SUPPORTING RESEARCH NETWORKS IN SOCIAL SCIENCE AND HUMANITIES**

One of the significant outcomes of establishing the UNIK FFP initiative was gathering scientists in the area of Social Science and Humanities (SSH) across the University to work on lifestyle and obesity. Obesity follows from and affects what people do, how they think and feel, how they perceive the world, and the situations in which they find themselves. SSH can contribute to obesity research by deepening the understanding of the causes and impact of obesity on the individual and societal levels, and by providing knowledge about how obesity can best be addressed by various actors: in the clinic, in communities, in society, and by the individual. SSH can add layers of reflection and critical distance to more reductionist understandings of obesity, and it can help to refine and develop novel concepts and frameworks for a more complex understanding.

The next step in unleashing the potential from SSH research in collaboration with the natural sciences was to bring some of the best European researchers together to use their combined knowledge to provide innovative research ideas for this field of research. The initiative was called ‘Social Sciences and Humanities – contribution to tackle the Obesity Epidemic: Challenges & Potentials in Obesity Research towards Horizon 2020’.

By gathering more than 50 researchers and stakeholders from around Europe, we took an important step towards establishing strong networks and building bridges between the natural sciences and SSH
to address obesity as a complex societal challenge and to help minimise the gap between research, industry and citizens. The initiative was the first step in establishing a real interdisciplinary research network being able to better address obesity as a complex challenge that affects both individuals and societies.

More information on the workshop can be found in the section Social sciences and humanities contribution to tackle the obesity epidemic (page 23).

WAYS TO ADDRESS THE HIERARCHY AND EQUALITY BETWEEN SCIENTIFIC DISCIPLINES

Another challenge encountered was the task of creating collaborations between the different scientific disciplines. Obesity research has traditionally been dominated by the biomedical research field with a focus on physical activity, nutrition and the energy balance. UNIK FFP involved a variety of other researchers from disciplines such as political science, economy, sociology, law, mindfulness and policy analysis, which are part of the softer sciences. Soft sciences are often viewed as having low-level generalisation, ideas expressed in words, inability to make verifiable predictions and a slow progress rate for new knowledge, whereas hard sciences are characterised by having high levels of codification, ideas expressed in mathematical language, ability to make verifiable predictions and a fast progress rate for new knowledge.\(^\text{14}\) UNIK FFP's ambition was that both hard and soft sciences should be included and integrated in the research initiative as equal partners.

One of the concrete actions was to address the scientific language of SSH researchers, which to the untrained ear can sound like everyday language. Because the SSH researchers were a minority in UNIK FFP and relatively new to this field of research, they had to reflect on the scientific language needed when meeting the traditional biomedical obesity sciences. To support better equality between the different sciences, the SSH researchers were encouraged to raise their scientific lingo and epistemology to underline the scientific aspects and differentiate them from mere everyday thoughts. For example, when the researchers gave presentations, they were encouraged to explain the theories behind the questionnaires and/or advanced methodological tools they were discussing, thus showing that a questionnaire is not just a piece of paper that could be applied and duplicated in every standard study, it can also be a distinctive scientific tool crafted and targeted for the individual research project.

At the same time, we realised that SSH research – although often thought of as similar sciences – in between them uses different methods, methodologies and empirical frameworks. To address this, we established study groups for both younger and senior scientists to familiarise them with the differences between the sciences and to inspire them to tackle the research challenges in original ways. This has been very rewarding in terms of both gaining new insights and team building.

Thus, integrating a broad range of scientific disciplines and focusing on equal and synergetic collaborations between them paved the way for addressing obesity as a complex phenomenon. This common UNIK FFP goal created a feeling of unity among the researchers, most of whom agree that obesity results from an excess of energy intake in relation to energy expenditure, which can be seen as a relatively simple biomedical phenomenon. However, most researchers also recognise the need to address certain paradoxes, such as, e.g., why we’re seeing growing rates of obesity in a number of countries

despite most people knowing what to do to stay or become slim, and issues of compliance or the social gradient where the less well-off tend to be more obese than those who are better off. In other words, obesity has important social, cultural and economic dimensions, and cannot be reduced to a purely biomedical matter. By emphasising the social and societal aspects and addressing the hierarchy between the sciences, the researchers became better prepared to work with and stay open to other research disciplines.

TOOLS AND METHODS
In the toolbox www.lom.ku.dk/toolbox, you will find information and links to the processes and events addressing interdisciplinary collaborations, synergies and barriers both at UCPH and in Europe. You will further find information and literature on different aspects of interdisciplinary research and the hierarchy of sciences together with the programme and presentations from the 2012-workshop from UNIK FFP scientists showcasing established partnerships between the two faculties, and the following matchmaking session.
CREATING A SHARED IDENTITY

THE CHALLENGE
Creating a shared identity among the scientists and research groups has been a cornerstone of UNIK FFP. In this context, a shared identity means that scientists relate to and know each other, share methods and infrastructures, exchange knowledge, and discuss and collaborate. All this makes the University increasingly competitive in terms of attracting external funding and enables the development of common strategies and activities. This has been recognised at UCPH, where strengthening internal collaboration and a shared identity has been set as one of the University’s three main priorities in the UCPH strategy 2016.\(^1\)

OUR APPROACHES
INSPIRING BIANNUAL MEETINGS WITH DEDICATED RESEARCHERS
The biannual meetings held every autumn and spring gathered around 100–130 senior and junior scientists involved in UNIK FFP. A key priority for all UNIK FFP meetings was to stimulate continual development of novel connections and collaborations. The autumn meetings were attended by the international Scientific Advisory Board (SAB) and focused on valuable SAB feedback on the research progress of the 29 individual research projects, the core facilities and the interdisciplinary collaborations. The annual feedback from the SAB has been of great value for the researchers, the Executive Board and the management. The spring meetings focused on new collaborative projects and initiatives arising from UNIK FFP collaborations and individual research groups. Sessions covered shared interests such as how people lose weight and political views on obesity research, allowing the variations between the scientific approaches to become clearer for the researchers.

The meetings consisted of both plenary sessions involving all researchers and smaller parallel sessions for a narrower forum of researchers with similar scientific views and approaches. This gave a great dynamic and was important in creating a culture where the scientists were introduced to both the familiar settings in narrow collaborations and the large interdisciplinary collaborations going across multiple sciences.

According to the scientists, they attended the meetings to:

- get new insights about the results of each of the research projects;
- discuss current and future research projects across disciplines and departments;
- get new inspiration for future research and collaborations; and
- get a fuller picture of the research on obesity and metabolism at the University.

To assist the management unit in outlining the biannual meetings, a group of representatives from each of the research themes was established, including some of the talented younger researchers from the initiative. Their role was to be *sanity checkers* and *brainstormers*, giving input and inspiration to new concepts and sessions for the meetings. The group, informally called ‘the 12 person group’, gath-

\(^1\)UCPH Strategy 2016 can be found here [www.e-pages.dk/ku/623](http://www.e-pages.dk/ku/623)
ered two to three times a year, and the meetings were followed by a dinner giving room for scientific discussions across the research themes.

The management unit thus developed a set of approaches that have proven successful in facilitating networking, collaborations and common identity. These innovative parallel sessions and team-building activities are described in the sections below.

**INNOVATIVE PARALLEL SESSIONS AT THE BIANNUAL MEETING**

One of the big successes of the spring meetings was the ability to present the research by grouping the researchers in novel ways each year. While it was natural from the start to divide UNIK FFP into four overall research themes, we were keen not to create a silo approach where the researchers defined themselves only in relation to these themes, so we prevented that by assembling a number of alternative theme constellations based on the scope and methods of each of the 29 projects. The younger researchers presented their newest findings in these parallel sessions, and an interdisciplinary PI panel chaired each session asking questions together with the audience (comprising young and senior researchers). For the younger researchers, presenting and discussing their research with researchers from another ‘scientific tribe’ increased their ability to sharpen their viewpoints, engage in scientific discussion and attain more nuanced approaches to the research field.

Instead of the traditional abstracts or papers describing the research, the written programme for UNIK FFP meetings contained pitches that described the research in more words than just a title, but fewer than an abstract taking into consideration the audience’s expectations and level of knowledge. The oral presentations asked them to present their research to an audience who were not all familiar with their particular field of research and methodology. This approach proved very useful since it was not viewed as a native scientific format and therefore forced the researchers to pitch their research to an audience wh

**SOCIAL TEAM BUILDING AND NETWORKING**

The possibilities for networking were one of the most crucial aspects of managing an interdisciplinary research initiative and of creating an inclusive culture. This might sound simple and is often down-played or at least taken for granted, but it is indeed a significant task. The trust and comradeship between the researchers allowed for them to demonstrate their own knowledge shortcomings in other research domains and to ask *the dumb questions*, which often turned out to be relevant and insightful. The approaches used to develop a common culture included making room for networking during breaks and dinners – getting researchers to open up and discuss their science in more informal settings. It was important to set aside time and resources for such activities, creating a natural place to continue discussions and, as became clear, resolve issues, ask and answer questions, and cultivate novel research ideas.

If needed, the management unit also offered to take dedicated meetings with scientists to prepare them for their tasks. These meetings, together with the 12 person group meetings, had the added bonus of shortening the distance between management and PIs, which especially helped the management in terms of optimising the daily operations and administration of the research initiative.
Another way we supported the scientific team building was by arranging a scientific triathlon at the first spring meeting held at Pharmakon in 2011. The conference venue had the perfect location for 'A Triathlon in UNIK FFP Research'. Participants were divided into three groups across the research themes and had to work their way through three different sessions. The first session was a visit to the museum of historical pharmaceutical equipment, representing the 'Pharma' part of UNIK FFP. The second session – representing the 'Fitness' part – involved light physical team building activities. The third session was inspired by the mindfulness research representing both SSH research and the 'Food' part of UNIK FFP. The event allowed the differences between the researchers to be put aside and got people together in new ways that continued at the following dinner.

TOOLS AND METHODS
In the toolbox at www.lom.ku.dk/toolbox, you will find templates, tools, methods and information on setting up larger meetings and parallel sessions, pitching research and organising team building activities.

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16 www.pharmakon.dk
SUPPORTING YOUNG INVESTIGATOR NETWORKS
– A PLATFORM FOR THE NEXT GENERATION

THE CHALLENGE
Researchers are the cornerstone of universities – especially young researchers who represent the next generation of top scientists in which future decades of groundbreaking research, collaborations, innovative solutions and culture are to be built. UNIK FFP applied several approaches and measures to recruit, train and retain the best future researchers.

OUR APPROACHES

YOUNG INVESTIGATOR NETWORKS

Early on in UNIK FFP, we gathered together all the young scientists involved (approximately 50) to introduce themselves and present their research areas. It was clear, though, that although they found it interesting to meet scientists from such a broad spectrum of different disciplines, they considered there would be more value in meeting those working in their own areas, with whom they felt they could really collaborate and exchange knowledge. Thus, even in broad and cross-disciplinary research initiatives, the young scientists (especially the PhD students) are mainly focused on their own project, which will often involve collaborations across faculties and disciplines, but still be centred on a narrow question applying a limited number of techniques.

The key with young investigator networks is to establish them bottom-up with the young investigators as the driving force. There also has to be a clear purpose for meetings and the networks (knowledge sharing, collaboration on projects, access to methods and facilities, etc.). The management unit encouraged some of the dedicated young researchers to take the lead in establishing networks they would find meaningful and relevant for a forum of young scientists. In return for administrative and financial support, the management unit asked for their ideas and suggestions for the content of the network and meetings. Once the networks were established, we set up ‘organising committees’ within the networks with representatives from each department/research group, thereby ensuring that the meetings were properly planned and communicated to all the relevant scientists by a known colleague.

The networks were broad in terms of research approaches, represented faculties and departments, and spanned the range from bachelor and master students to post-docs. The networks operated in a very open and inclusive manner, bridging to other UNIK FFP research themes as well as to other research initiatives and environments at the University. The networks of younger scientists strongly contributed to the synergies in the science and to developing a strong generation of young scientists with broad and active networks and with the ability and experience to collaborate across research groups and disciplines.

Topics for the meetings included international presentations of ‘future hot topics’, scientific debate sessions, critical discussion of methods and presentation of own studies, methods and results. Further, these networks suggested meetings with more generic focus such as mass media communication, career planning and fundraising. The young scientists were in charge of organising the scientific content
of the meetings, and could draw on the administrative support and consultation within the management unit. The management, on the other hand, took the lead in organising the generic meetings, involving the young scientists as consultants in the process. Thus, we made sure that the meetings met the wishes and interests of the young scientists and that the young scientists got experience in the scientific aspects of planning and hosting meetings without having to deal with any of the administrative or practical aspects.

Another key lesson was the effect of setting aside a budget for reimbursing international speakers and hosting a lunch, reception or light dinner in relation to the meetings. The budget was around 35–50 euros per person per meeting expecting that each network would host two meetings per year. Having a ‘business dinner’ proved to be very motivating for the young scientists who quickly discovered the potential for novel collaborations in the more informal setting. This approach was heavily supported by the Executive Board as being money well spent when viewed alongside the outcome of such informal discussions.

The young investigators were also involved in planning the biannual UNIK FFP meetings and in presenting the scientific progress and results during the meetings as mentioned in the section *Creating a shared identity* (page 15).

**EDUCATING AND RETAINING STUDENTS AND PRE-GRADUATE INITIATIVES**

The ambition was that UNIK FFP would serve as a cross-faculty educational platform for both pre- and postgraduate initiatives, serving as a 'greenhouse' for students interested in a career in science, who could benefit from joining the large interdisciplinary research project and the young investigator networks.

The expertise available in 'Food, Fitness & Pharma' was made available to students in the hope of recruiting new young scientists with an interest in and talent for these lines of research. One concrete way of showcasing the initiative and research was through special lectures targeted at medical students about to start bachelor or master projects at the Faculty of Health and Medical Sciences. This demonstrated that this field of research is highly relevant from the general clinical perspective, and widened their views about the different aspects of obesity research.

Pre-graduates already affiliated with the involved research groups were encouraged to attend UNIK FFP meetings, introducing them to the culture of interdisciplinary approaches, and allowing them to consider pursuing a research year or a PhD within this field.

**PHDS AND POST-DOCS – THE GROWTH LAYER FOR NEXT GENERATION ELITE SCIENTISTS**

A major part of UNIK FFP funding was allocated to the PhD students and post-docs affiliated with the 29 research projects. More than 50 PhD students worked on UNIK FFP, including those fully or partly funded by the UNIK FFP grant. Some had strategic co-funding from the faculties; others worked in the research area but were funded by another external research grant or the faculty. Several PhD students had co-supervisors from different departments or faculties.

Via UNIK FFP, the PhD students became familiar with collaboration across disciplines and faculties and were trained in manoeuvring and balancing their own scientific expertise and bridging to other disci-
plines. All affiliated PhD students were encouraged to take part in the young investigator networks as described above. Additionally, a significant number of PhDs benefitted from using UNIK FFP’s core facilities, which significantly strengthened both their research projects and their methodological skills.

To maintain and develop research competencies and to build upon the successful cross-disciplinary research undertaken in UNIK FFP, four one-year post-doc grants were awarded to young scientists whose PhDs were in an interdisciplinary UNIK FFP setting and who would be able to show significant and novel results by conducting additional work on data, samples, approaches and collaborations from UNIK FFP. A total of 12 applications were received and evaluated based on:

- the extent to which the research project built on data, samples, approaches and collaborations from the PhD project and UNIK FFP;
- the degree of synergy and interdisciplinarity in the research aim, methods, project group and – when relevant – use of core facilities;
- the scientific quality and uniqueness of the proposed research project; and
- the relevance of the research project and its perspectives for innovation.

The synergy grants supported the notion that working in interdisciplinary settings is time demanding and creates a variety of data and material. By allocating dedicated resources beyond the completion of the PhD period, we increased the possibility of their creating novel outcomes.

Further, the grants from the UCPH Excellence Programme for Interdisciplinary Research secured post-doc positions for several of the UNIK FFP PhDs, some of whom took a lead role in attracting the grants, and further established PhD positions for young people formerly involved in pre-graduate research in relation to UNIK FFP.

**TOOLS AND METHODS**

In the toolbox at [www.lom.ku.dk/toolbox](http://www.lom.ku.dk/toolbox), you will find templates and inspiration for hosting young investigator network meetings, including the initial motivational email, agendas and programmes, an organisational diagram and models used for networking and knowledge exchange during meetings (e.g., ‘petcha kutcha’ presenting, abstract presenting, ‘scientific speed networking’). You will also find the post-doc synergy grant templates and evaluation criteria, as well as the brochure for the initiatives targeted at medical students.
INFLUENCING AND PREPARING FOR THE NATIONAL AND EUROPEAN RESEARCH AGENDA

THE CHALLENGE

UCPH is in a strong position regarding science and infrastructure, and has a track record for attracting EU funding including partnership and coordinating roles in several projects in the former EU framework programmes. UNIK FPP’s interdisciplinary research approach was seen as a significant step in continuing to attract even more external grants from EU and national agencies. To support this development, future potentials and priorities for obesity research needed to be mapped at the Danish and European levels, in order to proactively contribute to and establish international initiatives to influence the deliberations within Horizon 2020 and the content of the national research agendas.

OUR APPROACHES

THE DANISH CONSULTATION PROCESS AND THE EUROPEAN PROCESS

The first step in this progression, 'The Danish Consultation Process on Obesity Research towards 2020', was conducted during the summer of 2011. It aimed to identify key research challenges, opportunities and priorities for future Danish and European research, to explore how the challenge of obesity can be met by interdisciplinary research approaches in close collaboration between scientists and stakeholders, and to illustrate how investment in obesity research can pave the way for societal and industrial innovation. The work was undertaken in collaboration between the management unit, key scientists and the Capital Region Denmark EU Office (creoDK).

The six-month process and tools are available on the website. Briefly it involved four steps:

1. Asking 10 of the leading environments in Danish obesity research for initial input on ‘future research priorities: 10 years of ambition in terms of scientific and innovative progresses’.
2. Editing the inputs into an initial draft of 'Danish input on obesity research towards 2020'.
3. Hosting the workshop, gathering 50 of the leading Danish scientists, leaders of the German initiatives, President of the European Association for the Study of Obesity (EASO), a Danish member of the European Parliament and representatives of the Danish Ministry of Sciences for discussions based on the initial draft.
4. Editing the outcome of discussions into a final report.

All discussions centred on the self-invented '3-box model' (Figure 3), which is very valuable in describing research and research potentials to stakeholders, investors and funding agencies, politicians, fellow scientists and journalists.

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17 www.foodfitnesspharma.ku.dk/dcp/.
18 www.creodk.eu.
The concluding report of the Danish Consultation Process outlined eight overall key priorities and potentials and a total of 25 specific areas of research with innovative potential.

Close collaboration between the Danish and German research environments was initiated, based on the recognition that in both countries, public and private investments have supported cross-disciplinary research initiatives in the area of obesity and metabolism. The collaboration was strongly facilitated by the Innovation Centre Denmark via collaboration with the research and technology attaché in Munich. The Danish Consultation Process was followed by similar processes in Germany and France.

The collaboration with EASO was continued by the joint hosting of a large strategic conference in the European Parliament entitled ‘From biology to society – what message can obesity research deliver to policy makers?’ and a breakfast briefing in the European Commission entitled ‘The obesity epidemic in Europe – Societal challenges and research needs’ (February–March 2012).

As a secondary effect, these processes prepared the UNIK FFP scientists and management for providing strategic input to UCPH strategies and to the Danish Agency for Science, Technology and Innovation in the forms of Research2020 and INNO+. Collectively, obesity and metabolic research being in such a strong position is expected to attract further strategic grants. The focus on stakeholders and impact, along with the international networks, will support this development. UNIK FFP’s strategic management approach is further expected to serve as a strong platform for attracting and coordinating strategic research initiatives.

In parallel with these initiatives, an independent expert group was gathered by the Health Directorate of the European Commission’s Research & Innovation Directorate General to identify priorities for future research for better implementation of the area of public health in Horizon 2020. UNIK FFP Scientist Professor Thorkild I.A. Sørensen was appointed to chair this expert group to address the impacts, challenges and limitations of EU-funded public health research under the previous research.

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19 www.icdk.um.dk
framework programmes, and to identify priorities for future research. The report can be found on the EU Commission’s website.20

**SOCIAL SCIENCE AND HUMANITIES’ CONTRIBUTION TO TACKLING THE OBESITY EPIDEMIC**

A key conclusion from the Danish and European processes was that there is a strong argument for SSH involvement and for interdisciplinary collaborations in obesity research.

To support and expand the movement of ongoing European and national initiatives across Denmark, France and Germany, the UCPH SSH research community in the area of obesity research headed by Professor of Sociology Lotte Holm from the UNIK Executive Board collaborated with EASO, the management unit and creoDK on forming a European SSH network. More than 50 European researchers and stakeholders gathered in Brussels in January 2013 for the workshop 'Social Sciences and Humanities contribution to tackle the Obesity Epidemic: Challenges & Potentials in Obesity Research towards Horizon 2020'. The workshop aimed to create a cross-European forum for identifying, describing and discussing future potentials in obesity research, to establish new and nurture existing networks and collaborations of researchers across SSH and the natural sciences with an interest in obesity research, and to mobilise the significant European research capacities and potentials in preparation for Horizon 2020.

Some of the most ambitious SSH obesity researchers in Europe participated together with biomedical researchers with a track record of being involved in interdisciplinary initiatives representing 12 of the Member States across the European Union. Bringing together disciplines such as economics, anthropology, sociology, psychology, political science, architecture and urban planning, ethnology, epidemiology, philosophy, history, geography, information sciences, and science and technology studies made it possible to illuminate the different challenges of obesity as a complex phenomenon. Combining these different fields with clinical research, physical activity, nutrition, biomedical sciences and epidemiology, it was possible to ask new questions, thereby securing new findings and solutions, and having a greater impact on obesity research.

Round table discussions were a central element of the workshop. These took their starting points in seven predefined themes based on expectations and potentials for future obesity research, as previously identified by political stakeholders and researchers.21 Participants were asked to identify the future research potential for each of the themes and to discuss what impact such research would have for addressing the obesity epidemic. The purpose of this exercise was to tap into promising possibilities that could help to identify potential areas of action and combine scientific disciplines to find improved ways of tackling obesity. Furthermore, necessary scientific collaborators, stakeholders and roadblocks were identified, inspired by the 3-box model (Figure 3).

At the workshop, the Commission stated: ‘*This is exactly what we want and this is exactly the right timing.*’ This statement matches the concluding report in describing the workshop as a success in terms of covering the societal challenge, the future research potential and the potential impact for society, industry and citizens.

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Below is a concrete example of how the report showcased the results of the workshop:

**THE OBESITY EPIDEMIC: COSTS, EFFECTS AND CONSEQUENCES**

<table>
<thead>
<tr>
<th>SOCIETAL CHALLENGE &amp; DEMAND</th>
<th>FUTURE RESEARCH POTENTIAL</th>
<th>IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Good public health is essential for economic and social development. However, the overall picture of the challenges, effects and consequences of the obesity epidemic is not known in detail. Therefore, there is a need for a stronger, more transparent, evidence-based overview of the challenge to achieve the highest attainable standard of health.</td>
<td>The social sciences and humanities can help create new tools, measurements, and databases, expanding the scope for assessing the extent and costs of obesity, the costs and benefits of intervention, and investments in prevention and treatment.</td>
<td>The creation of a better common database for monitoring the obesity epidemic and its distribution across segments of the population and member states. Better and more comprehensive evaluation of the effects of interventions and policies.</td>
</tr>
</tbody>
</table>

Figure 4: Example from the concluding report from the workshop

The concluding report was launched at the end of March 2013 and circulated among participants and relevant stakeholders. It was also boiled down to an executive summary that led to two editorials being published in the *European Journal of Clinical Nutrition* and *Obesity Facts*. The *European Journal of Clinical Nutrition* expressed great interest in the SSH views on obesity research.

As a follow-up to the renewed interest, UNIK FFP researchers and collaboration partners published several scientific papers underlining the potentials of SSH in obesity research. Further, UNIK FFP hosted a session at the European Congress on Obesity (ECO) in 2013 in Liverpool and in 2014 in Sofia, to bring focus to bear on social science and humanities in obesity research. In 2013, the topic was ‘Towards Transdisciplinarity: Social Sciences and Humanities in Obesity Research’ and in 2014, they discussed ‘The transdisciplinary Approach: What Can You Do Against Obesity?’

The workshop and related initiatives enhanced our readiness to attract both national and international grants and prepared the scientists for the new funding landscape focusing on societal challenges and the possible impact of the research. At the same time, the strengths of the Danish obesity research environment could be showcased to research colleagues and not least to the European Community, making UCPH a strong future collaboration partner for delivering best-in-class excellent research.

**SEMINAR FOR THE DEAN NETWORK REPRESENTING HUMANITIES AT DANISH UNIVERSITIES**

In January 2013, the network of Deans for the six Danish universities that include humanities research was invited to a seminar on Danish researchers’ experiences of working interdisciplinarily in order to solve societal problems. The seminar was arranged by the Danish EU Research Liaison Office (DANRO) and its purpose was to highlight social science and humanities’ contributions to creating a better understanding and developing solutions to the challenges facing society as reflected in Horizon 2020. Professor Lotte Holm from UNIK’s Executive Board presented her research and experiences, as a

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22. [www.nature.com/ejcn/journal/v67/n6/full/ejcn201372a.html](http://www.nature.com/ejcn/journal/v67/n6/full/ejcn201372a.html)
23. [www.karger.com/Article/Pdf/350646](http://www.karger.com/Article/Pdf/350646)
26. [www.regionh.dk/creodk/Menu/Arrangementer/Arrangementer_creodk_2013/SSH_DANRO_Januar.htm](http://www.regionh.dk/creodk/Menu/Arrangementer/Arrangementer_creodk_2013/SSH_DANRO_Januar.htm)
researcher coming from social sciences to work in obesity research together with researchers from human nutrition and the biomedical fields of food and obesity. The seminar’s target group was Commission officials who will be responsible for implementing the various societal challenges under Horizon 2020 – for example, transport, environment, food, health, and social science and humanities (SSH).

INFORMATION MEETING ON OBESITY, METABOLISM & LIFESTYLE RESEARCH IN HORIZON 2020

In October 2013, the management unit together with creoDK held an information meeting addressing the possibilities in Horizon 2020. The meeting manifested the strategic and collaborative focus on obesity research conducted by creoDK and UNIK FFP in previous years. The aim was to prepare Danish researchers for the new thinking in Horizon 2020 where research will contribute to solving some of society’s biggest challenges. With more than 50 researchers representing the different educational institutions in Denmark, the meeting facilitated networks and future collaborations among researchers with an interest in participating in international research projects and increased readiness to adopt the new framework programme for research in Europe.

TOOLS AND METHODS

At www.lom.ku.dk/toolbox you will find detailed information on the process and reports from the larger workshops and smaller meetings drawing attention to obesity as a complex challenge that needs to be addressed by basic and interdisciplinary research.

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27 More information on the meeting can be found at www.regionh.dk/creodk/Menu/Arrangementer/Arrangementer_creedk_2013/H2020_Obesity_2013.htm.
THE CHALLENGE
A total of 75% of all researchers from the Danish universities have collaborated with the public or private sector in the past three years – on formal collaborations and technology transfers, but also on joint research, knowledge exchange activities, training of students and researchers, and dissemination of research. The UNIK FFP scientists are broadly active in reaching out to the public and to stakeholders, a tradition that was established before UNIK FFP began. The focus of the management unit has therefore been to support these outreach activities and to promote the notion of obesity as a complex challenge requiring the collaborative scientific breakthroughs of UNIK FFP’s researchers and projects.

OUR APPROACHES
PUBLIC OUTREACH ACTIVITIES
The research area has always held a significant position in the media and public eye. The examples below illustrate the broad range of researcher activities (listed in chronological order) and highlight some of the different approaches used in trying to give substantial input to the public agenda on obesity and lifestyle diseases.

- In 2011, a group of younger UNIK FFP researchers, among them PhD Christoffer Clemmensen, attended ‘Festival of Research’, a nationwide research festival held for the first time in 2005 to raise awareness of and stimulate interest in research among the Danish population and to develop understanding of the importance of research for society and everyday life.
- UNIK FFP researchers Professor Arne Astrup and Professor Thorkild I.A. Sørensen participated in a TV programme on national television DR2 called ‘Fedt, fup og flæskesteg’ (‘Fat, scam and pork roast’). The programme focused on the obesity epidemic and mixed confrontations, confessions and disclosures about food and health with satire.
- UNIK FFP researcher Professor Bente Klarlund Pedersen gave a presentation at TEDx Copenhagen in 2012, talking about how physical inactivity is considered the number two cause of death and how, to win the war against physical inactivity, we must close the gap between science and practice.
- At a ‘Meeting the Scientists’ event in October 2012 organised by national newspaper Politiken, Bente Stallknecht and Astrid Jespersen presented their FINE project in layman’s terms to an audience of more than 120 people.
- UNIK FPP researchers participated in an ‘Obesity – what’s the problem?’ exhibition about obesity and gastric bypass surgery at the Medical Museion in October 2012.

30 www.dr.dk/DRPresse/Artikler/2011/10/27/164035.htm
31 www.tedxcopenhagen.dk/bente-klarlund-pedersen-making-more-minds-up-to-move/
32 www.moedvidenskaben.ku.dk/arkiv/2012/
33 www.museion.ku.dk/whats-on/exhibitions/kommende-udstilling-fedme-hvad-er-problemet/
In 2013, UNIK FFP researchers participated in a news broadcast on UCPH being 45th on the QS World University Ranking list, showcasing the UNIK FFP obesity research area.  
At Kulturnatten (Culture Night) 2013 at UCPH, two UNIK FFP researchers told about obesity in respect to barriers towards and benefits of being physically active and the role of genes and intestinal bacteria.
Four UNIK FFP researchers broke with the usual communication form of statistics, technical terms and PowerPoint presentations, when UCPH in cooperation with the Novo Nordisk Foundation hosted an international event in relation to the European Foundation Centre conference 2013, Sustainable Cities. UNIK FFP was represented by Professor Oluf Borbye Pedersen who talked about the influence of the gut microbiota on health and well-being, and by Professor Thue W. Schwartz, Professor Jens Juul Holst and Assistant Professor Signe S. Torekov, who gave scientific speeches on obesity and diabetes.
UNIK FFP publications have brought focus on to the research area regarding both its excellence and the interdisciplinary aspects. Many of the novel publications have ended up being disseminated even further with both senior and younger researchers having delivered several breakthrough news stories that reached the national and international media. The expectation is that the completion of PhDs from UNIK FFP will continue to lead to several significant news bulletins.
Coursera is a social entrepreneurship company that partners with the top universities in the world to offer free online educational courses. UCPH is one of the partners and researchers from UNIK FFP have joined the Coursera initiative, including ‘Diabetes – a Global Challenge’ by Professor Jens Juul Holst and ‘The New Nordic Diet – from Gastronomy to Health’ by Arne Astrup. Coursera represents significant outreach activities in online courses and e-learning. The course on diabetes was quite a showstopper with 23,500 participating students from 179 different countries.
In 2014, the Euroscience Open Forum (ESOF) – Europe’s largest general science meeting – was hosted in Copenhagen. ESOF is an interdisciplinary forum aiming to showcase the latest advances in science and technology, to promote a dialogue on the role of science and technology in society and public policy, and to stimulate and provoke public interest, excitement and debate about science and technology. Several UNIK FFP researchers presented their research at ESOF 2014 and Professor Bente Stallknecht played a central role in presenting one of the main themes, ‘A Healthy Society’.

34 www.foodfitnesspharma.ku.dk/newsarchive/news-2013/tv_program_ranking_unik/.
38 Moderate exercise encourages a healthier lifestyle, at www.foodfitnesspharma.ku.dk/newsarchive/news-2013/moderate_exercise_encourages_a_healthier_lifestyle/ and The Danish tax on saturated fat: why it did not survive; Vallgårda, Dejgaard and Holm; 2014 (accepted in ‘European Journal of Clinical Nutrition’).
39 www.coursera.org/#ucph
40 www.foodfitnesspharma.ku.dk/education/ucph_coursera/.
41 www.vimeo.com/90547170
STAKEHOLDER RELATIONS

The UNIK FFP initiative and the DCP and SSH initiatives towards preparing for and influencing Horizon 2020 have focused on ‘impact and innovation’, aiming to provide results that will pave the way for societal innovation and industrial leadership. Further, the core facilities and scientific breakthroughs will be a strong platform for increased collaboration with private and public stakeholders including the food and pharmaceutical industry, policymakers, and organisations such as schools, municipalities and workplaces. The vision and input for INNO+ are further focusing on favourable conditions for growth and employment driven by demand from stakeholders for new possibilities to build up stakeholder relationships.

Additionally, several initiatives have promoted the UNIK FFP research and the research field to both the public and stakeholders. Below are some examples of these initiatives:

- The UCPH ‘Research’ website presents nine overall research areas in which the University has a strong position in terms of excellence and interdisciplinary research. The UNIK FFP researchers are presented in three of these themes, namely ‘Food’, ‘Health & lifestyle’ and ‘New medicines’.42
- UNIK FFP developed a ‘pitch catalogue’, illustrating the why and how of the research findings. Our pitches introduce the researcher and explain why this kind of research matters, in a format that makes this research easy digestible for communication departments and journalists approaching the management unit.
- In May 2012, UCPH launched a profile magazine on Food & Health,43 the aim of which was to approach both private and public stakeholders as future collaboration partners and provide the University with a unique showcase for interdisciplinary research in the natural sciences, health, sociology and humanities. UNIK FFP is one of the cases used in the profile magazine and two of the stories are directly related to our research – one on public–private partnerships and public health, and one on tackling the burden of weighing too much.44
- In 2013, the management unit mapped relevant stakeholders in the area of lifestyle, obesity and metabolic research. This was done to create an overview of the public and private sectors, hospitals, foundations, research councils, universities and educational institutions, NGOs and patient organisations, media and politicians who could have an interest in the research conducted or who could participate as future collaboration partners. Further, this mapping aimed to gather the information in one place, securing alignment of the knowledge and better support for the researchers when approaching possible stakeholders.
- In the ‘UCPH Strategy for Collaboration with Industry 2012–16’45, the research area of food combined with fitness and pharma is recognised as a central interdisciplinary research platform. To further support this movement bringing scientists, businesses and students closer together to transform knowledge into usable solutions, the Faculty of Health and Medical Sciences in 2014 established ‘Business Ambassadors’ inviting selected people from the public and private sectors to become ambassadors for collaborations between industry and academia. By appointing business ambassadors, UPCH wanted to bring some of their very important stake-

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42 www.research.ku.dk/strengths/.
44 www.e-pages.dk/ku/589
45 www.event.ku.dk/erhverv/KU_IndustryCollaboration_settingthescene.pdf
holders into closer contact with the faculty, to allow UCPH to benefit from their experience and knowledge. The first business ambassador appointed was Corporate Vice President Søren Bre- genholt from Novo Nordisk A/S.

TOOLS AND METHODS
At www.lom.ku.dk/toolbox, you will find information on and inspiration for outreach and stakeholder activities, e.g. the media pitch catalogue, the template for stakeholder mapping, and other relevant invitations and concepts.
UNIK FFP’s organisation was structured around an Executive Board and a management unit. The Executive Board consisted of the Dean of the Faculty of Health and Medical Sciences, the Head of UNIK FFP, the chair of the Scientific Advisory Board and two UNIK FFP principal investigators. The day-to-day management, and the strategic leadership, management and approaches were undertaken by the UNIK management unit staffed by two permanent full-time staff members and by temporary staff members responsible for communication and assisting the unit. Basing the management unit at the Dean’s office allowed both day-to-day contact with the research environments and access to strategic insights and information that helped the management unit to quickly adapt and plan ahead in accordance with the broader strategic aim.

**EXECUTIVE BOARD FOR UNIK ‘FOOD, FITNESS & PHARMA’**

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Chair of the Executive Board

**Professor Kitt Falk Petersen**
Chair of the Scientific Advisory Board  
Department of Internal Medicine  
Yale School of Medicine

**Professor Thue W. Schwartz**
Head of UNIK FFP  
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