University of Copenhagen

STRATEGIC PLATFORM FOR LIFESTYLE, OBESITY AND METABOLIC RESEARCH

Work programme 2014-2015
UNIVERSITY OF COPENHAGEN'S STRATEGIC PLATFORM FOR LIFESTYLE, OBESITY AND METABOLIC RESEARCH WORK PROGRAMME 2014-2015

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For further information on the University of Copenhagen strategic platform for lifestyle, obesity and metabolic research please visit www.lom.ku.dk

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VISION FOR UNIVERSITY OF COPENHAGEN’S STRATEGIC PLATFORM FOR LIFESTYLE, OBESITY AND METABOLIC RESEARCH

With the prevalence of obesity nearly doubling globally between 1980 and 2008 and lifestyle diseases like cancer, heart disease and diabetes becoming the dominant cause of death and disability globally\(^1\), the need and demand for a better understanding of the complex interrelations leading to lifestyle related disease are crucial.

In approaching chronic and non-communicable diseases - often referred to as lifestyle diseases - the challenges is often complex and multifaceted which can best be addressed and solved through partnerships across disciplines. This means involving researchers from a variety of fields such as humanities, medicine, theology, natural sciences, social science and law and thereby approaching the health challenges from multiple angles.

During the last decade, several research initiatives has placed obesity, lifestyle and metabolism centrally on the strategic research agenda at the University of Copenhagen (UCPH) including the university mergers in 2007 and 2012, the process of the thematic work packages (2007-2008), the establishment of the ‘August Krogh Center’ and the Excellence Programme for Interdisciplinary Research. In addition, significant external granting has been attracted to the area including 120 million DKK grant for UNIK ‘Food, Fitness & Pharma’, 885 million DKK grant for the Novo Nordisk Foundation for Basic Metabolic Research, and several grants from the Danish research councils and from private foundations.

To build upon this development, UCPH LOM as a strategic platform in the area of lifestyle, obesity and metabolic research, will be established in September 2014 with the aim to enhance the work and success of the individual researchers and research teams within the area, by combining academics and disciplines from across the University addressing the research field as a complex social challenge, and by providing professionalized research support.

The platform is established as a co-operation between the six faculties across the University to achieve valuable synergies establishing dedicated cross faculty networks. The staff of the platform will work across the faculties and close to the scientists. The platform is seen as ‘the next step’ in strategic approaches and professionalized research support, building on the success from the UNIK ‘Food, Fitness & Pharma’ initiative.

The platform will be formally anchored at the Department of Biomedical Sciences at the Faculty of Health and Medical Sciences under the leadership of Head of Department, Professor Niels-Henrik von Holstein-Rathlou.

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1. www.who.int/features/factfiles/obesity/en/
To support the research area most effectively, the researchers at the University were asked what kind of support they needed and what kind of challenges there is a need to overcome. In concurrence with the memorandum for the platform outlined by the Deans, and with input from the Executive Board for UCPH LOM, there is an agreement that the platform will work within five key areas.

- General support for researchers and the research field
- Fundraising and positioning
- Network and career paths for young researchers
- Communication and outreach activities
- Ad hoc strategic actions

By addressing these key areas, the vision of the platform is to make the strategic and administrative support for the research field within lifestyle, obesity and metabolism more consistent, sustainable and interconnected assuring a targeted support across the whole university. The aim is to strengthen the scientific environments and the shared identity and to support both the synergy and excellence within the research areas.

The highly qualified staff of the platform will support and optimize concrete applications and will undertake coordinated and dedicated action on positioning and fundraising, to secure more external funding and raise awareness of obesity, lifestyle and metabolism as a complex phenomenon among the potential investors in research (EU, National public and private foundations and stakeholders). This will heighten the international profile and increase the readiness of the University with respect to future national and European research collaborations associated with Horizon 2020. The platform will support and attract the next generation of excellent researchers and establish dedicated networks for the younger researchers to secure the future position of the University of Copenhagen within this area of research. In collaboration with the researchers, the platform will reach out to citizens, politicians, businesses and society to support the proliferation and the strengths the university have within lifestyle, obesity and metabolic research.

On the next page, the overall vision for UCPH LOM is broken down into the five key areas. Following the overall vision, each of the five key areas is presented describing the tasks that will be pursued from September 2014 till September 2015 to reach the ambitious goal of the platform.

For more information on the platform and the efforts on the five key areas, please visit [www.lom.ku.dk](http://www.lom.ku.dk)
To support the research area most effectively, the researchers at the University were asked what kind of support was needed. There is an agreement that the platform will work within five key areas to ensure a targeted support across the whole university. The aim is to strengthen the scientific environments and the shared identity of the University of Copenhagen within the research field of lifestyle, obesity and metabolic diseases.

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### Key Areas of Action

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<tr>
<th>General Support for Researchers and the Research Field</th>
<th>Vision and Strategic Goals</th>
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<tr>
<td>To strengthen the scientific environments and the shared identity by way of focused effort.</td>
<td>Positioning obesity and metabolism nationally and internationally, representing the interests of the University's researchers, strategic and professional support for obtaining funding, and assistance in managing and administering grants.</td>
</tr>
<tr>
<td>Strategic coordination and support for the breadth of the field of research spanning across all involved faculties nationally and internationally.</td>
<td>Supporting the UCPH's international profile and increasing the readiness of the University with respect to future European research collaborations associated with Horizon 2020.</td>
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<tr>
<td>Organizing annual &quot;networking conferences&quot; for UCPH researchers in the field of lifestyle, obesity and metabolic diseases.</td>
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<tr>
<td>Building up cross-disciplinary international networks and alliances.</td>
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### Fundraising and Positioning

- Positioning obesity and metabolism nationally and internationally, representing the interests of the University's researchers, strategic and professional support for obtaining funding, and assistance in managing and administering grants.
- Supporting the UCPH's international profile and increasing the readiness of the University with respect to future European research collaborations associated with Horizon 2020.

### Network and Career Paths for Young Researchers

- Supporting and developing networks in specific professional cross-faculty areas as well as in broader themes such as communication, career paths and fundraising.
- Implementing initiatives for recruiting, developing and retaining students doing their theses, research years, PhD-studies and subsequent careers as clinical, translational or basic researchers.
- Supporting initiatives in cross-faculty study programs e.g. courses for undergraduate and master students, e-learning, summer schools and targeted education and exchange activities.

### Communication and Outreach Activities

- Focusing on external and internal communication to support the proliferation of the message of obesity and lifestyle as a complex phenomenon.
- Better exploitation and exposure of the UCPH’s forces in proliferating the depths and the breadths of the research field.
- Implementing and supporting existing outreach activities in order to get the field of research onto the agendas of stakeholders (society, politicians and the corporate community) to enhance the quality and visibility of relations with the surroundings.

### Ad Hoc Strategic Actions

- Promoting cross-faculty collaboration in research by helping to remove internal and external barriers.
- Contributing to consultations and internal initiatives for cross-faculty approaches focusing on interdisciplinary inclusion of researchers and support for cross-faculty development and enhanced interaction at the UCPH in the field of research.

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3 The table illustrates the vision, the fields of action and the strategic goals reflecting the Memorandum “University of Copenhagen’s strategic platform for lifestyle, obesity and metabolic research” (www.lom.ku.dk/about/background/)
WORK PROGRAMME FOR UCPH LOM 2014-2015

ESTABLISHMENT AND FOLLOW UP OF AN ANNUAL WORK PROGRAM
As defined by the memorandum “an annual ‘program of works’ is to be established to determine the unit’s objectives and success criteria for the fiscal year concerned. An annual report is to be drawn up to report on the objectives as set and the financial results”⁴. It has however been decided that the work programme will cover one year at the time from the formal start of the platform, and thus cover the period from September to September.

The work program has been outlined based on the memorandum for the platform, on discussions in the executive board as well as input and experiences from the administrative staff of the platform. The purpose of creating an annual work program is first and foremost to establish an agreement which ensures transparency, an open dialog and commitment between the management unit, the executive board and the involved researchers. The reason for establishing the work programme is to ensure leverage within a dedicated field of research, and without a dedicated executive board and committed and involved researchers, the platform will not be able to succeed in its mission.

This work programme has been created by asking all relevant researchers, the executive board and the faculties at UCPH to give input on areas in which they have needs or aspirations within the research area. Further, the official UCPH strategy 2016 and strategies from each faculty were examined in order to follow already established strategies. By aligning the work programme with existing strategies, the aim is to secure that the platform supports the common goals and the shared mindset and approaches as the University. Following this process, the collected input has been presented, discussed and prioritized by the executive board and as a result of these meetings; key areas and tasks have been identified and collected into the present work programme.

THE ESTABLISHMENT OF THE PLATFORM IN 2014-2015
The first year will be devoted to establishing a robust framework supporting the platform going across and supporting all five key areas. This include a more thorough mapping of the research field at UCPH, establishing a communication portal, develop the organization around the platform including the substructures and getting the right partners involved to help us reach the common goals of the platform. This process will in itself take up a considerable amount of time, and it will be crucial to devote time for building up the platform enabling management to deliver the right and the most relevant information and services for the researchers.

Additionally, we will work on communicating the existence of the platform both locally at UCPH, nationally and internationally. This is the first time UCPH has established a strategic platform ranging across all faculties. Therefore, a significant amount of effort and resources from the platform must be put into getting the platform known, acknowledged and recognized especially in this initial phase.

OUTLINE OF THE WORK PROGRAMME
The following pages provide an overview of the five key areas and concrete tasks that the management unit of UCPH LOM, in agreement with the identified priorities and in close collaboration with the researchers, will pursue in the coming year. The table following the paragraph section for each of the key

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GENERAL SUPPORT FOR RESEARCHERS AND THE RESEARCH FIELD

With over 40,000 students and more than 9,000 employees, the University of Copenhagen is the largest institution of research and education in Denmark. This calls for dedicated actions to ensure better cooperation across the faculties and a heightened awareness of different researchers and disciplines across the University. Building on the huge efforts made by prior research initiatives within the complex field of obesity, lifestyle and metabolic research, there is still an untapped potential of synergy and collaboration that need to be explored and pursued across all faculties of the University. This effort should be pursued at the overall collective level, in smaller groups and on the level of the individual researchers.

At the collective level, a concrete task is to bring together scientist within the field by establishing an annual conference focusing on excellence, interdisciplinarity and networking opportunities across the University of Copenhagen. The annual conference will offer an overview of the different research areas, give new insight on existing and future potentials for research and collaboration and contribute with more transparency across the university. The conference should be inclusive and attractive for all researchers involved in the research area of the platform, aiming at developing synergy and utilizes the collective strengths at UC PH. Participants include both scientists working exclusively within the research area and researchers that have lifestyle, obesity or metabolism only as part of their research field. The goal is to provide inspiration for new research collaborations and projects including projects driven by, or involving, scientists who do not see themselves as part of the field, but who can apply their knowledge and methodologies to the area hereby breaking new grounds for research. The conference will function as a forum for identifying relevant collaboration partners and is expected to involve elements of parallel sessions, allowing for discussions and presentations on more specific themes of interest for scientists spread across the university.

In parallel with the collective approach, the platform can also support smaller bottom-up seminars, meetings and events with a more narrow focus than the conference e.g. epidemiology, behavioural economics, bio-politic, gut-brain signalling, genetics, clinical research collaborations, humanistic methodology, animal models or physical activity and metabolism. The focus could be high impact research, common research interests, future research ideas, common methodology or empirical research area relevant for scientists working in related disciplines but spread across faculties or departments. Narrow interdisciplinary research collaborations can also be a target audience for these kinds of events as long as the meetings are open and offer broad connection possibilities across the University.

Meetings in smaller groups should be seen as an element to support the scientific environment as a whole, the common and shared identity across the University and both the depth and the broadness within the field of research. It will be vital that events are aligned with the initiatives already offered by departments, faculties and centres.

Furthermore, at the individual level, the platform will support one-on-one matchmaking securing that researchers, skills, equipment and capabilities are matched up and utilized on the basis of specific requests from the researchers.

The platform will continue mapping the field of research at UC PH to create a detailed overview of existing research as well as managerial resources at the University. The managerial mapping will allow for a strategic and coordinated approach to best practice for research support and management.
The research mapping will enable support and knowledge sharing to all relevant scientists as well as allowing for scientists to identify each other directly based on shared interests. This is further covered in the key areas for ‘Network and career paths for young researchers’ and ‘Communication and outreach activities’.

This mapping will also be useful in the continued efforts maintaining existing and developing new **strong ties with existing Danish and European networks and alliances** such as Dansk Selskab for Adipositasforskning (DSAF), Dansk Selskab for Fysisk Aktivitet og Sundhed (DASFAS), Danish Diabetes Academy (DDA) and European Association for the Study of Obesity (EASO).

### GENERAL SUPPORT FOR RESEARCHERS AND THE RESEARCH FIELD

<table>
<thead>
<tr>
<th>TASKS AND AREAS FOR 2014-2015</th>
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<tbody>
<tr>
<td>▪ Coordinating annual conferences with participation from all faculties and with active engagement of both junior and senior scientists. The platform will host a kick-off event in fall 2014 and an annual conference in spring 2015. For both events it is expected that around 150 scientists will attend, and that all faculties will be well represented.</td>
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<tr>
<td>▪ Supporting smaller bottom-up seminars, meetings and events on high impact research, common research interests, future research ideas, common methodology or empirical research</td>
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<tr>
<td>▪ Facilitating one-on-one matchmaking between individual scientists working in the research field.</td>
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<tr>
<td>▪ Creating a detailed overview of existing research activities, facilities and interests across the University, through the mapping process as well as through keeping updated on other platforms and centre initiatives.</td>
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<tr>
<td>▪ Based on the four tasks above, providing the researchers with a better basis for identifying relevant collaboration partners across the University, and engaging in novel research projects, applications, shared supervision of students and PhDs etc.</td>
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<tr>
<td>▪ Creating an overview of and engage with managerial resources and best practices of research management across the university (including approaches to young investigators, communication, funding and positioning, supporting research collaborations and internal and external advisory boards)</td>
</tr>
<tr>
<td>▪ Establishing strong ties with existing Danish and European networks and alliances for identification of shared areas of strategic interest and possibilities for concrete collaborative actions. This will include the platform assisting in setting up a transdisciplinary session at the European Congress on Obesity 2015.</td>
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</table>
FUNDRAISING AND POSITIONING

Over the last years and following the global recession, there has been a decline in available public research funding. This has increased the competition for funding not just in Denmark but also internationally. In Denmark, the ambition is to obtain a share of the EU-funds related to Horizon 2020 equivalent to 1.5 billion DKK which illustrates that external funding is seen as fundamental and essential for the researchers’ work and for the University’s academic goals. Attracting funding is viewed as an important strategic priority at both faculty and university level as the competition for funding has intensified. This calls for optimization and professionalization of the processes for funding application. Recognizing that obesity is a complex phenomenon, there is a need and demand for research aiming at tackling the challenge of obesity and non-communicable chronic diseases most effectively. Funding at national and European level will be pursued where visionary and innovative solutions are needed.

The University of Copenhagen aims at boosting the administrative support for attracting national and international research funding, and assure that researchers are provided with the necessary support and exchange knowledge and experiences of the competition for funding. To support the researchers in continuously being able to raise funds and deliver novel excellent research; positioning of lifestyle, obesity and metabolic research as a complex phenomenon remains a top priority for the platform.

By working across the University and close to the researchers, supporting a concrete field of research, the administrative staff is able to build up a strong understanding of the research field and the researchers. The platform will work for positioning lifestyle and metabolic diseases, overweight and obesity as a complex challenge that can only be solved by dedicated and combined efforts by the collective society. This will be pursued through collaboration and dialogue with relevant stakeholders as well as formal consultations input to strategy papers from national and international funding bodies, hereby creating awareness and determining this research field as a societal challenge.

The platform will work on providing and utilizing an overview of funding opportunities and deadlines related to this field of research, utilizing the strengths of the individual researcher. This should cover bottom-up and top-down national public funding instruments, private funds, contractual research and Horizon 2020. New funding opportunities should be processed making the key information available, early warning should announce the expected deadline and information on calls, topics and deadlines should be distributed broadly as well as targeted to individual scientists who appear to be highly relevant for the given funding instrument.

Writing interdisciplinary applications is not easy. They may tend to end up being either too mono-disciplinary or too superficial in the description of research idea, synergy and impact. Further the formal evaluation criteria and the actual approach of the evaluators may differ from each other, requiring a style of writing that embraces both the perspectives of the funding instrument and of the peers who will evaluate the applications. To address this issue, workshops or dedicated meetings on writing interdisciplinary application related to different funding opportunities should be pursued. This will prepare the researchers for a funding landscape influenced by the strong focus on impact and on societal challenges being addressed from an increasingly strategic and interdisciplinary perspective. This will also support a professionalization of the application process from the initial phase till the application is dispatched.
It is important to identify the researchers with drive and potential for attracting grants, in order to secure preparedness when the right opportunities arise. To be at the forefront, the platform will offer dedicated career- and fundraising coaching to help researchers discover and learn about different funding opportunities, how to set a course and pursuing long-term goals and how to pave the way for becoming a partner in the relevant consortia.

The platform will additionally support establishing ad hoc internal interdisciplinary review boards across the faculties to coordinate, heighten the quality and streamline processes related to applications across the University.

The administrative staff of the platform offers concrete assistance in relation to grant applications. This will include providing input to early drafts, often with particular focus on the framing and pitching of the project, impact and management section as well as the matching of evaluation criteria allowing the scientists to focus mainly on the scientific aspects, and reduce the work load on the scientists. The platform can also assist in identifying additional relevant partners at the University. For large scale applications of high priority, the platform may be involved as co-writers of applications. The efforts from the platform will be closely coordinated with the tasks and approaches from the research support units at the university, faculty and department level in order to make optimal use of the resources and provide a coherent service to the scientists.

### FUNDRAISING AND POSITIONING

#### TASKS AND AREAS FOR 2014-2015

- Positioning lifestyle and metabolic diseases, overweight and obesity not only as a societal challenge, but a complex challenge that can only be solved by dedicated and combined efforts by the collective society.
- Establishing and utilizing an overview of funding opportunities and deadlines related to this field of research including tailored information to the individual researchers or research groups who appear to be highly relevant for the giving funding instruments. This may include possibilities for collaborative projects, contract grants and tenders.
- Providing an overview of workshops and courses related to different funding opportunities and hosting workshops and dedicated meetings on writing interdisciplinary applications in relation to specific calls and instruments.
- Providing career- and fundraising-coaching to research groups and individual scientists in close collaboration with the research and support staff at the University.
- Supporting ad hoc internal interdisciplinary review boards for professionalizing the application process and for building of the experience of colleagues who are evaluating grant applications for the funding bodies.
- Providing input to concrete grant applications expectedly including PhD and postdoc grant applications, ERC, Marie Curie as well as project applications to national and international funding bodies. The level of support will depend on the size of a potential grant, the early involvement of the platform staff, as well as the strategic focus such as interdisciplinarity or young researchers.
- The platform will collaborate with EASO on applying for a COST action for development of a collaborative Pan-European transdisciplinary obesity research network.
NETWORK AND CAREER PATHS FOR YOUNG RESEARCHERS

The cornerstone for the University of Copenhagen is the researchers and especially the young researchers. They include the next generation of top scientists and thereby the future in which the next decades of groundbreaking research, collaborations, innovative solutions and the culture is to be built. The recruitment and development of researchers is a strategic priority for the University and the dynamic research culture at the faculties is bound to attract, motivate, develop and retain the highly valued researchers to maintain a competitive edge compared to other Universities.

In the field of lifestyle, obesity and metabolic research there is a significant growth layer of master and PhD students as well as postdocs and junior faculty. There are already established some Young Investigators Networks at UCPH, with activities focusing on both concrete areas within the research field and on broader topics like how to communicate your science and career paths for young researchers. We wish to build upon and expand the development by maintaining existing and establish dedicated young research networks through bottom-up processes assuring that the initiatives and activities meets the interests and needs of the young researchers. The networks should not be tied up to concrete research initiatives, but span across the University as inclusive networks for all relevant younger researchers including pre-graduate students actively involved in research and education. The platform will provide both administrative and financial support for these types of initiatives.

With inspiration from the young researchers, we will host thematic meetings across scientific disciplines e.g. on genetic aspects, regulatory approaches, common methodologies in areas where there is a demand and dedicated young researchers with commitment for driving the process. Additionally, we will coordinate larger meetings and events spanning across networks focused on for example nurturing talent by career planning, fundraising, innovation, education, teambuilding, science communication, managing the media and outreach activities.

We will further seek to interact with relevant educational coordinators, drawing attention to the capacities of the interdisciplinary research field and the scientists to contribute to educational initiatives meeting the demands and needs of the students.

We will provide information to inspire students to write their bachelor or master thesis within this research field as a step in recruiting research year students, research assistants and Ph.D. students. We will contribute to recruitment, development and maintenance of young research talent and junior faculty by actively involving them in the annual conferences and smaller seminars as well as international events and collaborations, relevant forums and by providing dedicated funding support.

For a better distribution of knowledge in this field of research and to raise awareness of relevant courses and events conducted by and relevant for the young researchers, we will at our website provide an overview of relevant PhD-courses, defences and events.

The platform will aim for alignment of activities with other initiatives with a focus on young investigators within this research area including the PhD graduate programmes at the University and the Danish Diabetes Academy.
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<tr>
<th>NETWORK AND CAREER PATHS FOR YOUNG RESEARCHERS</th>
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<td>TASKS AND AREAS FOR 2014-2015</td>
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<tr>
<td></td>
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<tr>
<td>▪ Maintaining existing and establish novel dedicated young researcher networks through bottom-up processes. The management will be involved in planning the meetings of these networks and might also help set up the initial meetings for a given network.</td>
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<tr>
<td>▪ Assisting the young investigators in setting up thematic meetings within specific research fields, disciplines, and methods spread across the university.</td>
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<tr>
<td>▪ Coordinating larger meetings and events with more generic focus spanning across different networks and research fields. The themes and the timing of these events will be guided by input from the young scientists.</td>
</tr>
<tr>
<td>▪ Providing information to inspire students to write their bachelor or master thesis within the research field including postings on the website and offer to give presentations at information meetings for bachelor and master students.</td>
</tr>
<tr>
<td>▪ Contributing to recruitment, development and maintenance of young research talent and junior faculty by involving them in the annual conferences and smaller seminars as well as international events, collaborations and relevant forums and by providing dedicated funding support and career coaching.</td>
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<tr>
<td>▪ In close collaboration with the August Krogh Center, the platform will pursue the possibility of allowing allocation of ECTS points for PhD-students who follow a series or a certain number of research seminars in the area, combined with following an outlined curriculum or presenting own research.</td>
</tr>
<tr>
<td>▪ Providing an overview of relevant PhD-courses, defences and events on the platform website.</td>
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COMMUNICATION AND OUTREACH ACTIVITIES

The healthy society is faced with great challenges. In the European region WHO estimates that Non Communicable Diseases (NCDs) account for 86% of deaths and 77% of diseases. To communicate and discuss the health challenge we must recognize its complexity. Our health is affected by both individual and societal factors, including the obvious role of behaviour, psychology, nutrition, physical activity, biomedicine, aesthetics, religion, subjectivity, culture, the environment, economy, historical conditions, ethics and law. In order to fully understand and communicate the scope and challenges of obesity, metabolic conditions and the influence of our lifestyle choices, an interdisciplinary approach and academic diversity is needed. The complexity of the challenge is reflected in the diverse spectre of multiple research disciplines all contributing to a better understanding.

With more than one hundred different institutes, departments, laboratories, centres and museums across the University of Copenhagen, the University have the needed resources addressing lifestyle diseases as a complex challenge, but it can generally be hard to get the right information to the right staff and faculty members at the right time. Sometimes, just getting an overview can be challenging and when more disciplines become relevant; the issue of getting the right information to the right people becomes even more complicated.

The first year of the strategic platform, a primary task will be to make the platform visible with a clear profile and thereby strengthen the awareness among the researchers of the strategic work and research support provided by the platform. In relation to this a priority will be to secure the synergy and alignment with the university and faculty strategies and relevant research initiatives.

The University of Copenhagen aims to strengthen internal collaboration and a shared identity. The strategic platform will actively support this by working from a cross university position limiting the traditional boundaries between faculties.

To address the issue of showcasing the complexity of the research field, the platform will work on delivering input to internal and external communication, hereby exploiting and exposing the forces of UCPH in proliferating the depths and breadths of the research field. The platform will collaborate with the communication departments and try to pick up emerging results, collaborations or initiatives which may contain the good story. This will include implementing and supporting existing outreach activities in order to get the field of research on to the agendas of stakeholders (society, politicians and the corporate community) to enhance the quality and visibility of relations with the surroundings.

At the same time, we will ‘match up’ researchers, speakers and the research themes more closely with public events and science conferences e.g. Folkemødet, TEDx, CPH research days, Culture Night, Folkeuniversitetet and Meet the Science. This will enhance the visibility of the scientists and the science in the media, in publications, in press material and by doing this, we will more effective be able to contribute to the public and political debate.

The platform will aim at communicating in appropriate ways not discriminating and stigmatizing the individuals with obesity and chronic diseases.

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5 www.euro.who.int/en/health-topics/noncommunicable-diseases
To secure the right information to the researchers involved in the platform and the surrounding environment, we will establish a website including relevant events and news sections within the research area which can function as a portal for information across UCPH aiming at, over the years, becoming the number one resource at the University for relevant information on lifestyle, obesity and metabolism both for students, researchers and external stakeholders. The vision is that the website in the long term will function as a central HUB for information and to coordinate efforts and commitment in cooperation with researchers and stakeholders.

In order to ensure that the information is readily available, relevant and useful, the platform will establish a newsletter delivering dedicated information to the researchers. This will go out to all researchers signed up for the platform.

### COMMUNICATION AND OUTREACH ACTIVITIES

#### TASKS AND AREAS FOR 2014-2015

- Establishing a website targeting both the research and educational environment at the University and external stakeholders to deliver input to internal and external communication, hereby exploiting and exposing the forces of UCPH in proliferating the depths and breadths of the research field.

- Providing a calendar of events, a news sections and an overview of the scientists involved in the research field on the web, building on the existing communication platforms and researcher portals at the university aiming at drawing relevant information from existing sources. News and events should also be communicated via other relevant newsletters and portals, such as the faculty or the department level.

- Associating researchers, speaker and the research themes more closely with public events and debate. This can include participation in 'Folkemødet 2015' aligned with UCPH and faculty participation.

- Establishing a collection of pitches and pick up emerging results and potentials stories, to present for journalists and communication departments, illustrating the research themes, approaches, results and impact representing the variety within the research field and highlight both interdisciplinary approaches, excellence areas, and the less traditional disciplines on the public scene (for instance law, theology, history).

- Creating a newsletter to be sent out at regular intervals (1-2 times each month) delivering dedicated information to research and management at UCPH.

- Communicating the existence and content of the platform both locally at UCPH, nationally and internationally.

- Aligning with on-going processes at UCPH related to stakeholder collaboration with businesses and the private and public sector and initiate mapping of relevant stakeholders to create an overview and a starting point for approaching and involving stakeholders.
AD HOC STRATEGIC ACTIONS

Prior experiences show that some of the greatest successes are among the tasks taken on by management as the opportunity occurred, but was not foreseen prior hereto. By definition, ad hoc strategic actions are the dynamic solutions adapted to specific challenges and situations as they arise. Therefore, it is counter intuitive to predict the very nature of these tasks and opportunities, but generally speaking, the tasks will cover the scientific and administrative challenges and opportunities associated with running a strategic platform spanning across a large organisation as the University of Copenhagen.

The Strategic Platform for Lifestyle, Obesity and Metabolic Research is the first of its kind at the University of Copenhagen, and a ‘how to’ guide or frame does not exist. As described previously the platform will work in alignment with the university and faculty strategies and strengthen the internal synergy across faculties. For the platform to perform the best and stay dynamic, it must incorporate a sensory function with a large degree of flexibility and readiness. To assure this function, a fifth key area was included in the memorandum with the purpose to secure flexibility and to cover the unforeseen tasks and assignments that the platform will be presented with in the year to come.

The ad hoc strategic actions will span across the other four key areas described in this document and in addition to this cover unforeseen areas and task which does not fall under any of the key areas. Expectedly the work programmes for the following years will reflect some of the ad hoc actions undertaken by the management unit during its first year. Taking on the ad hoc actions will thereby secure the continuous development of appropriate and excellent support to the researchers.

A potential relevant issue could be how the University cope with a platform crossing the classic organisational divisions and how to promote this as a strength rather than a weakness. This could be addressed by looking at the barriers hindering cross-faculty collaborations and try to find novel solutions to overcome these issues enhancing interactions across the UCPH in the field of research. How do you culturally and strategically support interdisciplinary challenges and how does it differ from other challenges? This can also be addressed by actions to promote interdisciplinarity generally at the University, by getting involved in bridge building activities across faculties and by contributing to consultations and processes at the University and in society.

In order to balance the resources devoted to the four predefined key areas and the flexibility and readiness towards ad hoc tasks and opportunities, the Executive Board has decided that approximately 20% of the resources of administrative staff may be devoted to ad hoc actions. The management staff will consult with head of UCPH LOM and when relevant with all members of the executive board, before taking on significant ad hoc actions, but it is essential that minor ad hoc actions can be solved when they occur, seizing the opportunities when they arise. When evaluating the relevance of ad hoc tasks and opportunities, the added value for the researchers and for the common culture and coherence across UCPH will be evaluated.
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THE ORGANISATIONAL STRUCTURE SUPPORTING UCPH LOM

The organisation behind the strategic platform consists of an Executive Board with representatives from the University faculties and from the leaders of the two Excellence Programme Research Initiatives involved in UCPH LOM. The faculty representatives have been appointed by the Deans of each faculty. The head of UCPH LOM is professor Niels-Henrik von Holstein-Rathlou and the daily administrative and strategic tasks will be directed by a management unit located at the Department of Biomedical Sciences at the Faculty of Health and Medical Sciences.

UCPH LOM EXECUTIVE BOARD

Niels-Henrik von Holstein-Rathlou
Professor and head of department, head of RU LOM
Department of Biomedical Sciences
Faculty of Health and Medical Sciences

Erik Richter
Professor and head of Copenhagen Women Study (CWS)
Faculty of Science

Arne Astrup
Professor and head of department
Department of Nutrition Exercise and Sports
Faculty of Science

Johanne Stubbe Teglbjærg
Associate professor
Department of Systematic Theology
Faculty of Theology

Astrid Pernille Jespersen
Associate professor
SAXO-institute
Faculty of Humanities

Karsten Vrangbæk
Professor
Department of Public Health
Faculty of Social Sciences

Bente Stallknecht
Professor and scientific leader of Governing Obesity (GO)
Faculty of Health and Medical Sciences

Mette Hartlev
Professor and head of WELMA
WELMA research center
Faculty of Law

UCPH LOM MANAGEMENT UNIT

Camilla Verdich
Ph.D. in obesity and human physiology
Research coordinator

Peter Børker Nielsen
Master of political communication and management
Research coordinator

Nynne Reeckmann
Master of Public Health Science
Academic officer